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ABSTRACT

This is the final report of the Evaluation of Pilot Programs for Children (EPPC), a project to evaluate the progress of five communities in Tennessee which received demonstration funds from OCD to develop a Community Coordinated Child Care (4-C) program over a 3-year period (1971-1974). The 4-C is a system under which local public and private agencies interested in day care and preschool programs develop procedures for cooperating with one another on program services, staff development, and administrative activities. Sections of the report deal with: (1) relevant background information regarding 4-C programs in general (history, objectives, and relevant literature); (2) background information on each of the five communities (conditions, history, operational models); (3) a summary of goals, processes, and accomplishments of each 4-C, including staffing, funding, activities, and status at termination of OCD funding; (4) evaluation of the five programs in terms of a set of six core evaluation questions derived from national 4-C objectives and literature reviewed, including a detailed discussion and evaluation design and data collection instruments; and (5) EPPC recommendations, based on the experiences of the five communities, data collected, and literature reviewed. (Authors/ED)

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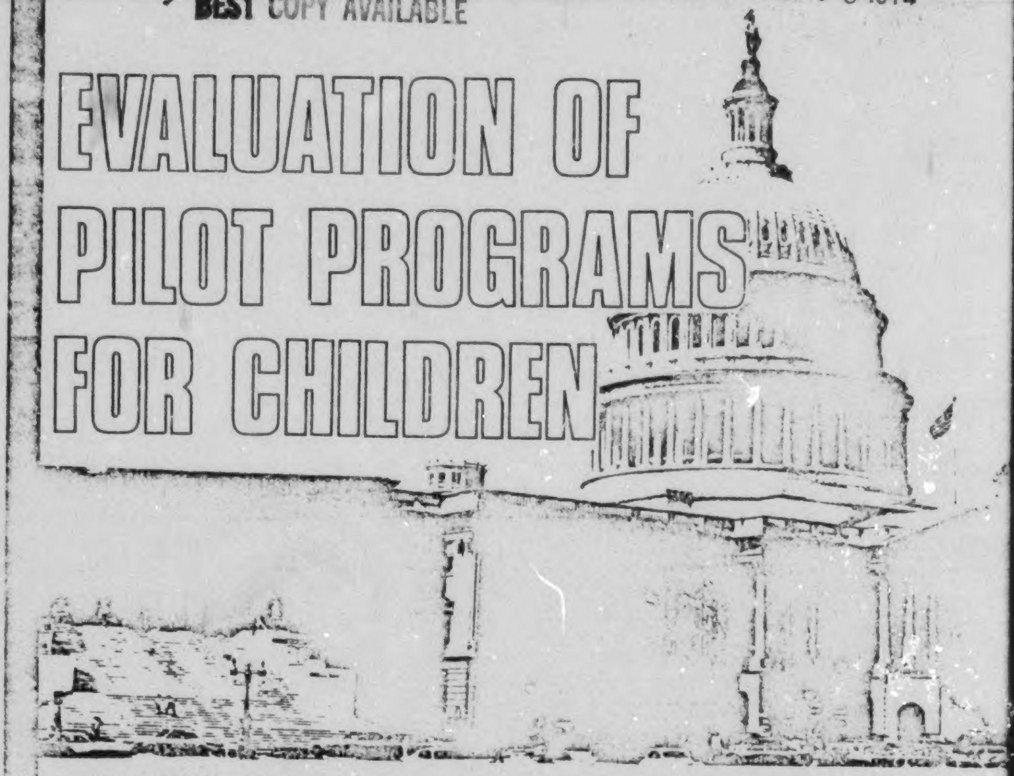
EVALUATION OF PILOT PROGRAMS FOR CHILDREN



FINAL REPORT

A report on a three year study of five communities with demonstration projects in Community Coordinated Child Care, prepared for the Research and Evaluation Division, Children's Bureau, Office of Child Development, U.S. Department of Health, Education, and Welfare, Washington, D.C. This study was funded by a Child Welfare Research and Demonstration Grant, Number OCD-CB-102. The views stated in this report are those of the authors and not necessarily those of officials in the Department of Health, Education, and Welfare.

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I. INTRODUCTION

This is the final report of the Evaluation of Pilot Programs for Children (EPPC), an Office of Child Development (OCD) funded project aimed to evaluate the progress of five communities which received demonstration funds from OCD in connection with local HUD Model Cities monies to develop a Community Coordinated Child Care (4-C) program over a three year period (Summer, 1971-Summer, 1974). Programs included in the evaluation are Athens-Clarke County 4-C, Edinburg-Hidalgo County 4-C, Juneau 4-C, San Antonio-Bexar County 4-C, and Winston-Salem/Forsyth County 4-C. Two of these 4-C programs, San Antonio and Juneau, received funds for the implementation of special projects. Accordingly, the San Antonio Demonstration in Cooperative Child Care (Mirasol Project) and the Juneau Family Service Center are given additional emphasis.

This report is a summarization of and supplement to those EPPC reports previously submitted to OCD, particularly the EPPC Final Reports written for FY-1 and FY-2, and the EPPC Interim Report and Site Visit Compendium prepared during FY-3. Additional, detailed, site-specific information is found in the final reports of each of the five communities as prepared for OCD.

The following section of the report provides relevant background information regarding 4-C, its history, and national 4-C objectives in conjunction with a review of relevant literature on 4-C and service coordination. The history of this evaluation is briefly overviewed and the remaining sections of the report outlined. The next section presents background information regarding each of the five pilot 4-C communities and programs, including a demographic description of the city, a summary of initial city conditions when each 4-C began, an early history of each 4-C, and a description of each operational 4-C model as developed at the time of OCD grant award. Next, the individual goals, processes, and accomplishments of each 4-C are summarized. Although there is great variability among the five programs over the three year period, the following topics are consistently considered in this section: staffing, funding, activities, status at termination of OCD funding. The five pilot programs are then evaluated in terms of a set of six core evaluation questions derived from national 4-C objectives and the literature reviewed. A detailed discussion of the evaluation design and data collection instruments introduces this section. Each core evaluation question is then considered in relation to each individual program with final summary comparisons made among programs. In the Summary section, each program is again presented in terms of its own accomplishments as well as its achievements in relation to the evaluation questions. Reference is made to the literature reviewed as appropriate. Additionally, comparisons among programs are highlighted. The final section of this report contains EPPC Recommendations, based on the experiences of the five communities, the data collected, and the literature reviewed.

II. COMMUNITY COORDINATED CHILD CARE (4-C)

A. Background

The Community Coordinated Child Care (4-C) concept was originated in 1968 by Jule Sugarman and other officials of the Children's Bureau and newly developing Federal Interagency Panel on Early Childhood. These people were concerned with the lack of coordination at all levels of government to cope with the proliferation of programs for young children. Unlike most federal programs, 4-C had no specific mandate from Congress and was not funded by specific appropriations; nor was administrative authority vested in any one department of the federal government. Rather, the legislative support for 4-C came from several pieces of the anti-poverty legislation as tentative direction for the coordination of children's programs was included in sections of the 1967 amendments to Title V of the Economic Opportunity Act of 1964. Potential major federal funding sources for 4-C included: The Children's Bureau, Office of Child Development, Department of Health, Education, and Welfare; the Office of Economic Opportunity; and the Manpower Administration, Department of Labor.

The 4-C concept became a reality later in 1968 when a technical assistance contract was granted by the Children's Bureau to the Day Care and Child Development Council of America, Inc. (DCCDCA). The DCCDCA was to provide technical assistance to selected 4-C pilot communities as well as build upon the interest generated in various regions, states and communities. Operating under the auspices of the Office of Child Development, the Federal Regional Committees (FRCs) were given the power of 4-C pilot selection, funding, and recognition. Twenty-four pilot porgrams* were to be selected in a 4-C demonstration program.

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*Of the 24 selections made by the Federal Regional Committees, 7 states and 14 communities were actually funded by OEO-HEW (OCD).

These pilot programs were to serve as models to other communities and states in their efforts to establish their own coordinative efforts. During this time a 4-C Standing Committee in Washington was formed to provide policy statements and guidelines for the new program.

After approximately 2 1/2 years (from April, 1968, to August, 1970), there were an estimated 130 communities and states organizing a 4-C effort. Twenty-four of these 4-C communities developed operational 4-C committees; twelve state and local organizations had been officially recognized as meeting all program criteria in the *Interim Policy Guide for the 4-C Program: Pilot Phase* (1969). At this point (December, 1970) the DCCDCA felt that 4-C had advanced "to become a strong movement for improving and expanding services to the nation's children (DCCDCA, 1970, p. 2)."

By April, 1972, the 4-C Division of OCD reported that there were 34 State 4-C Councils. Of these 7 had full recognition, 10 had initial recognition, and 17 had steering committees. There were 271 4-Cs at the community level. Of these, 44 had full recognition, 53 had initial recognition and 174 had steering committees.

B. National 4-C Objectives

The objectives of the Community Coordinated Child Care program are included in part in the *Interim Policy Guide for the 4-C Program: Pilot Phase* (1969), and further delineated in the final report submitted by the DCCDCA in 1970.

Community Coordinated Child Care (4-C) is "a system under which *local* public and private agencies interested in day care and preschool programs develop procedures for cooperating with one another on program services, staff development and administrative activities (*Interim Policy Guide*, 1969, p. 3)." Through the advantages of community cooperation, 4-C hopes to:

(1) Enhance the overall quality of child care se within a community through the systematic de ment and coordination of programs designed community needs.

(2) Mobilize community resources to assure maxi private, agency, and individual commitment more and better child care.

(3) Improve the quality of services offered by care agencies participating in the program.

(4) Simplify administrative relationships betwe local programs and State and Federal govern

(5) Increase opportunities for staff developmen progression within and between child care a

(6) Insure an effective voice in policy and pro direction for parents of children receiving services.

(7) Develop effective and economical methods fo delivering services to children and familie reduce costs to agencies through joint purc operations, and activities.

(8) Reach the maximum number of families possib top priority to low-income families, within resources.

(9) Assure continuity of care for each child se the community (DCCDCA, 1970, pp. 19-20).

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C. Literature Review: 4-C and Service Coordination

The literature regarding service coordination, the coordination of children's services,and 4-C is quite varied and often unconnected. In order to provide the reader with a background of such references, however, several relevant books, articles, and studies will now be reviewed. Mott's book, Anatomy of a Coordinating Council: Implications for Planning (1968), provides some general findings regarding service coordination. Also of interest are two studies performed by the Comptroller General of the United States pertaining to the need for the coordination of children's services, with relevance to both the actual and potential impact of efforts such as 4-C at the state and local levels (A Study of Child Care Activities in the District of Columbia, 1972; Some Problems in Contracting for Federally Assisted Child Care Services, 1973). Additionally, Kahn, Kamerman and McGowan's national baseline study in the area of child advocacy is summarized to provide further perspective on the place of 4-C in the delivery system of services to children in the United States (Child Advocacy: Report of a National Baseline Study, 1973).

Research specifically regarding 4-C has not been prolific due to both the great expense involved and the variety of 4-C programs in operation. Nevertheless, in order to illustrate the results of such efforts, two available 4-C studies are reviewed: the final report from the DCCDCA technical assistance contract for the initial 4-C pilot phase (Community Coordinated Child Care: A Federal Partnership in Behalf of Children, 1970) and the final report of a 4-C study conducted by the Division of Behavioral Sciences of the National Research Council of the National Academy of Sciences (Report of the Panel on the Assessment of the Community Coordinated Child Care Program, 1972). Finally, three articles written by persons directly involved in 4-C efforts and the coordination of services to children are reviewed. These articles include

Morgan's (1973) article evaluating the 4-C concept, Weatherup (1972) on the experience of the 4-C Council in Dade County, Florida, and Ratliff's (1973) discussion of the essential elements required in the process of coordinating services for children from a parent/consumer viewpoint.

In Anatomy of a Coordinating Council: Implications for Planning, Mott (1968) describes and evaluates in detail the performance of a well-known and highly respected council, the New York State Health Planning Council (formerly, Interdepartmental Health and Hospital Council of New York State). Topics included for discussion are: what a coordinating council can do in principle; how it handles conflicts of interest among member agencies; under what conditions the members cooperate and how they calculate the advantages and disadvantages of cooperation; informal rules, strategies, and tactics; the impact of external groups on the council; and the differences among levels of coordination. Mott uses his evaluation of the workings of this particular council to develop his own alternatives and conclusions regarding the general issue of coordination. When agency differences are an important consideration, Mott finds coordination by council to be ineffective: "Generally a council is able to concert the activities of its members only to the extent that they can cooperate voluntarily, or in effect when it is in the interest of the agencies to coordinate themselves (p. 211)". When such conditions do not exist and the council cannot be granted authority, Mott recommends two alternatives: (1) coordination by hierarchy and (2) coordination by a council managed by an authority superior to the member agencies. The selection of an appropriate coordination strategy, however, must be dependent on a clearly defined need for coordination.

The need for service coordination in the area of children's services has been well defined in many studies, including two recent research efforts undertaken by the Comptroller General of the United States. These studies also underline both the potential and actual impact of 4-C. In a Study of Child-Care Activities in the District of Columbia (1972), it is found that problems arose owing to the numerous federal programs existent which lacked coordination at the local level. Such problems included an apparent imbalance in the location of child-care centers; children of working parents in half-day programs, and children of nonworking parents in full-day programs; varying methods of professional staff use in half-day programs resulting in wide cost variances; often nonuse of the most economical food service arrangements; and nonuse of existing public services and facilities by private operators. Although efforts surrounding the development and operationalization of the Federal Interagency Day Care Requirements are viewed as a positive step toward the coordination of day care services, further need for the actual coordination/consolidation of federal child care programs is seen. It is hoped that the newly established Office of Child Development in the District of Columbia would initiate such coordinative efforts.

A more recent study by the Comptroller General of the United States focuses on the States of California and Pennsylvania in their efforts to administer day care contracts under those federal guidelines aimed to help welfare families become self sufficient (Some Problems in Contracting for Federally Assisted Child-Care Services, 1973). This study indicates that although many families do receive services, there are many associated difficulties. Primarily, HEW has failed to (1) provide adequate guidance to states in contract development for child-care services; (2) implement a system to provide data for assessing program effectiveness; (3) adequately monitor the states' administration of their programs. Resultant basic problems include weaknesses in contract requirements and procedures; free child-care services provided to some financially ineligible families; financially able families sometimes not required to pay fees; facilities underused due to low attendance, significant variances in the cost of contracted child care for similar services (ranging from $1,000 to $6,300 per child per year), fiscal weaknesses causing inacuracies in State claims for funds as authorized by Title IV-A of the amended Social Security Act, and contributions by providers of services toward the local share of program costs violating or circumventing HEW regulations. The potential of 4-C programs to alleviate these problems at the local level is mentioned; however, in neither California or Pennsylvania is it felt that 4-C has yet been effective because few successfully functioning local 4-Cs exist. The need for coordination of children's services is re-asserted:

> Federal and local coordination of preschool programs has been mostly ineffective. Federal coordination is needed to overcome problems of operating multiple Federal programs which provide similar services in the same geographic areas.
>
> Local coordination is required to ascertain community child-care needs and the additional resources required to satisfy the unmet need. The absence of functioning local 4C programs has contributed to a fragmented and uncoordinated approach to funding and administering preschool programs from different Federal sources without assurance that areas having a valid need receive the services (p. 40).

Four-C, as an agency with the goal of meeting the needs of the preschool age child through service coordination and extension, is often construed as a child advocacy effort. Child advocacy also received impetus in the late 1960s and included many attempts to cope with the unmet needs of children, such as "affirming new concepts of legal entitlements; offering needed services in areas where none existed; persisting in the provision of services when other more conventional programs dropped cases; assuring access to entitlements and help; mediating between children or families and institutions such as schools, health facilities, and courts; and facilitating self-organization among deprived community groups, adolescents, or parents of handicapped children (Kahn, Kamerman & McGowan, 1973, p. 9)." In the spring of 1971, President Nixon charged the Office of Child Development with the mission of establishing a National Center for Child Advocacy. Given the multitude of programs which had developed around this issue, Kahn, Kamerman, and McGowan undertook a national baseline study to "(1) identify what was developing under the label "child advocacy" and (2) seek some conceptual order in the domain, if a domain it proved to be (1973, p. 9)." After employing such data collection methods as questionnaires, case studies, interviews, and the review of relevant professional literature to study child advocacy in this country, they reported their conclusions in the book _Child Advocacy: Report of a National Baseline Study_ (1973). These findings focus on the fact that although most child advocacy efforts are not really new or different, an identifiable body of activities has developed around the label "child advocacy" which provides many valuable services. It is felt that the entire range of child advocacy activities rightly belongs to a variety of sources and channels and that many of the spontaneous, site specific efforts should not be funded by government programs or tax exempt foundations. Nevertheless, it is felt that support must be received from various funding sources, including the government, for those essential advocacy functions such as case and class action which should be identified and provided on a regular basis. It is thought that these regularized activities must be supported as they fill an important gap in the country's social provisions for children. As such, child advocacy is defined as "intervention on the behalf of children in relation to those services and institutions that impinge on their lives (p. 63)". Kahn, Kamerman, and McGowan state that much remains to be done in developing these necessary baseline functions and the following multi-level recommendations are therefore made:

The Federal Level

> 1. Creation of a children's advocate agency within the federal government should be considered...

2. The United States should provide for a biennial "state-of-the-child" inventory to challenge all units responsible for planning and setting priorities...
3. A children's rights litigation support unit should be established in the Office of the Secretary of HEW...

Funding Agencies

1. Programs that test hypotheses about structures, methods, and processes of child advocacy or contribute to the clarification of objectives should be supported...
2. Research, analysis, and thought on advocacy goals and sanctions should be encouraged...
3. More rigorous studies on the structural variables that affect advocacy should be promoted...
4. More rigorous studies should be conducted on advocacy methods and processes...
5. Experiments should be conducted with devices for internal program monitoring in the social services, particularly in children's institutions...
6. Regional and federal monitoring of children's programs should be encouraged...
7. Several sophisticated administrative "case" studies of categorical advocacy programs should be carried out...
8. The timing and methodology for evaluating child advocacy programs need to be reconsidered...

Office of Child Development

1. A clearinghouse for information regarding family and children's programs, including child advocacy programs, should be established in Washington, perhaps with regional outlets...
2. A nonpartisan, unbiased information clearinghouse on pending federal legislation that affects families and children should be established...
3. The amount of technical assistance that is available on the local level to those conducting community-based programs for families and children should be increased...

The Major Human Service Agencies

Experiments should be conducted with a variety of approaches that modify and expand current programs, structures, and staff roles (pp. 123-139).

The foregoing references have indicated several issues relevant to the study and development of 4-C. Mott stresses that the proper channels of authority must be developed in situations where voluntary, mutually advantageous coordination are not probable; otherwise, coordinative efforts are likely to be ineffective. The Comptroller General's studies regarding child care services in the District of Columbia and the States of California and Pennsylvania show that there is a definite need for the coordination of such children's services; however, efforts to establish the proper lines of authority with subsequent action in programs such as 4-C have been largely ineffective. Finally, the child advocacy national baseline study reported by Kahn, Kamerman, and McGowan also stresses the fact that a multitude of programs have developed, including 4-C. Although many of these programs have been helpful, they recommend that more organizational, research, informational, and technical assistance efforts be initiated at all levels. Given this background, a review of some of the literature which more specifically pertains to 4-C will be presented in order to demonstrate the relationship of the preceeding to 4-C development.

In Community Coordinated Child Care: A Federal Partnership in Behalf of Children (1970), the DCCDCA reports findings on the 16 pilot 4-C communities and 8 pilot 4-C states after a 2 1/2 year period. DCCDCA summarizes the report as follows:

> The 4-C program has laid the groundwork for a sound, coordinated approach to child care services in both pilot and non-pilot communities and States throughout the country, and many 4-C projects can point to solid accomplishments, such as expanding and improving services, achieving coordination, mobilizing and informing the community, training staff, and other concrete, measurable steps toward helping children in their early years (p. 21).

Further achievements specified include (1) the improvement and expansion of child care services in pilot and some non-pilot communities, (2) the mobilization of community resources on the behalf of children, (3) the simplification of administrative relationships between local programs and state and federal governments, (4) the enhancement of child care staff development opportunities, (5) the participation of parents in policy and program direction, (6) the reduction of expenditures resulting from sharing of services and activities and joint purchasing, (7) the extension of services to a maximum number of families, particularly low income families, and (8) the further development of service continuity. In conjunction with these achievements, six "success factors" are identified: the 4-C concept, good pilot leadership, appropriate technical assistance, continuing federal support, ability to attract new resources, and community size and sophistication which resulted in sufficient resources within which 4-C could develop.

In order to maintain and continue the initial success which 4-C was experiencing at that time, the DCCDCA makes the following recommendations:

(1) that 4-C be continued, strengthened, expanded, and supported by the federal government.

(2) that the coordination of children's services be acknowledged as a federal priority.

(3) that appropriate organizational structure and partnership be developed between national, regional, state, and local levels of administration.

(4) that the Federal Government commit adequate initial operating funds for qualified 4-Cs for 2-3 years.

(5) that the division of policy making functions and organizational interrelationships between the 4-C Standing Committee, the FRCs, the State 4-Cs and Local 4-Cs be clarified.

(6) that a multilevel 4-C information system be operationalized.

(7) that OCD's 4-C Division professional staff be increased.

(8) that each FRC provide one full-time professional to work exclusively on regional 4-C matters.

(9) that a flexible program of generalized and specialized technical assistance be developed to aid forming and established 4-Cs

(10) that a schedule of periodic workshops, conferences, and training sessions be held for all levels of 4-C personnel.

(11) that the process of recognition be revised to provide several phases thus assuring earlier, more productive contacts between the FRCs and local communities.

(12) that more consideration be given to maximizing parent contributions at the local and state levels, including increased availability of relevant literature.

(13) that metropolitan 4-Cs develop closer ties with neighborhood groups to insure program planning and coordination at a level closest to consumers.

In June, 1972 the National Academy of Sciences responded to a request from the Office of Child Development and appointed a special panel to assess the 4-C program as developed at that time. The Panel was charged to inquire into:

> 1. The possibility of assessing the degree to which the 4-C program has affected the amount and quality of child care services available within a state or a community;
>
> 2. The possibility of identifying the factors responsible for such results or their absence;
>
> 3. The ways in which the 4-C program is perceived by the interested parties and the population being served, and the role of the 4-C program in resolving or contributing to conflict among the parties of interest; and
>
> 4. The strength and weaknesses of the 4-C program relative to proposed federal legislation dealing with the provision of child care services. (p. i).

The Panel recognized the importance of this task but was also aware of the problems involved in the assessment of a program such as 4-C: "There has been little national, central direction and such guidelines as have been issued are very general. In consequence programs and activities have developed which vary greatly from community to community (p. ii)." The lack of any systematic reporting mechanism also impeded the Panel's evaluation effort. Given these conditions, it was decided that the most feasible approach to the task was "to indicate on a fairly comprehensive, representative sample basis the types of activities found, the kinds of problems encountered, and the wide range of successes and failures observed (p. iii)." Data collection methods therefore included interviews, meetings, field visits, and report analyses from a broad range of 4-Cs and their personnel at the community, state, federal-regional, and national levels.

The findings of the Panel (contained in Report of the Panel on the Assessment of the Community Coordinated Child Care Program, 1972) are that the 4-C concept is a sound one and that many communities have made impressive contributions; but, a strong nation-wide movement has not been built since the initial pilot phase. It is further stated that this is "the inevitable consequence of the federal government's approach to the task (p. 33)" and ten major problem areas are listed to support this assertion:

(1) inadequate federal level staffing

(2) lack of interagency coordination at the federal level

(3) underutilization of both the Federal Panel on Early Education and the 4-C Standing Committee to guide federal level interagency cooperative efforts

(4) inadequate communication between federal and regional offices with resultant wide variation in both definitions and activities.

(5) poor functioning of the FRCs, particularly in relation to recognition procedures

(6) resultant parallel difficulty in obtaining interagency cooperation at state and local levels.

(7) lack of 4-C support within the OCD national office itself

(8) use of a voluntary organization which lacked proper authority to provide initial pilot phase technical assistance.

(9) insufficient federal level funding for state and local programs

(10) resultant competition among community agencies to obtain scarce federal funds creating interagency rivalries which are resistant to cooperative efforts.

Feeling that the current legislative situation makes it difficult to predict the statutory framework within which recommendations should be made, the Panel focuses their final comments on a proposal for a new approach designed to build upon what currently exists and to strengthen, expand, and make coordinative organization more effective. They recommend (1) that a certain proportion of all federal funds for child care, preschool, and related programs and services be earmarked for allocation to those states, urban communities, and cities that establish in their government structures an Office of Child Development or its equivalent as an intragovernmental mechanism for the coordination and development of the full range of child care and development, early education, and related health and family service programs, (2) that another requirement for such allocations be the establishment of state, community, and city child and family service Policy Councils made up of parents (with paid attendance in low-income situations), other concerned citizens, and representatives from concerned public and private agencies and organizations; such Councils could be made up of existing 4-C organizations and would be concerned strictly with child care needs and policy planning, (3)that administrative responsibility be exercised by the above mentioned Offices of Child Development or their equivalent, and include allocating funds in accord with policy determinations, contracting for services, monitoring and evaluation of programs, and maintaining close liaison with the Policy Councils. It is felt that such an approach offers a greater measure of authority and basic funding as well as provides the much needed relationship between the public and private sectors.

In addition to the funding and cooperative structure outlined above, the following recommendations are made in order to make the proposed system more viable: (1) that tehcnical assistance be offered as a continuing function of HEW, organized on a regional basis and with strong, well-staffed, centralized direction, (2) that further legislative action in Congress be addressed to provide incentives and mechanisms for the creation of a coherent and integrated social service system, (3) that a National Policy Council be appointed by the Secretary of HEW to give a strong advocacy role to all concerned citizens (such as those on the local policy councils), (4) that there be one central source, established in the OCD, to serve as a clearinghouse for all relevant information, (5) that the 1968 Federal Interagency Day Care Requirements remain in effect until the new structure is developed and requirement changes can be reviewed by the National Policy Council and (6) that an intradepartmental review be made in consultation with representatives of concerned organizations regarding present use of Title IV-A funds and that no changes be sought in the open endness of funding under Title IV-A.

The results of both the DCCDCA 4-C technical assistance contract and the National Academy of Sciences Assessment Panel on 4-C further specify the problems and needs existent in the area of services to children as exemplified by the experiences of 4-C as a national effort. In line with Mott's thinking, both reports stress a need for the development of the proper lines of authority in order to make coordinative efforts more effective. As reported in the research of the Comptroller General, each 4-C study also states that the needed coordinative authority has not yet been mandated and continues to result in the lack of coordination at all levels and increased difficulty in initiating/obtaining such coordination. Although the specific support of program diversity is not found in either of the 4-C studies as is indicated in the child advocacy report of Kahn, Kamerman, and McGowan, all share a commitment to the regularized development of certain categories of children's services and all point to the federal government as the expected initiating/ coordinating source of such services. Kahn, Kamerman, and McGowan support the creation of a children's advocacy agency within the federal government which administers and sets policy for a national effort in the area of child advocacy, including 4-C. The DCCDCA supports the continued expansion of 4-C on a nationwide scale. The National Academy of Sciences Panel recommends the development of a system of OCDs with funding and policy-making power which could also incorporate 4-C's efforts.

In 1972 Morgan (then Vice President of the DCCDCA and Executive Secretary of the Massachusett's 4-C) wrote an article titled "An Evaluation of the 4-C Concept". This article discusses the problems of 4-C and makes several accompanying recommendations from an experienced viewpoint. The coordination of children's services at all levels is regarded as an unquestioned need and the 4-C concept is considered valid. Unfortunately, it is also recognized that such coordination is not easy to establish, that one operating line agency cannot coordinate the funds or activities of another line agency, and that a strong united federal-state level commitment is mandatory. Eight specific problems are highlighted; they include:

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(1) The guidelines as initially written disp
understanding of the very different role
local 4-C committees and state 4-C commi
should have....

(2) The selection of pilots was arbitrary, b
which are very unclear....

(3) The plan for the use of technical assist
was not the most effective use of those

(4) Local people sensed a lack of moral supp
program within HEW....

(5) Initially, the FRC viewed their role as
review committee for recognition. Guide
pretation was very rigid and inflexible.
ately, review was as if 4-C is a federal
federally administered....

(6) Four-C must be a neutral ground on which
come together with consumers and others
the federal level, 4-C is based and staf
Office of Child Development which also a
significant operating program, Head Star
operating role definitely detracts from
ability to coordinate programs of other
since it lacks agency neutrality....

(7) Related to the above problem is a parall
at the state and local levels. Where do
belong? What is the appropriate base for
agency coordination?...

(8) ...There are constant rumors of lack of
for 4-C; and an incredible
finds its way around (pp. 8-

Morgan concludes her article by noting that 4-C has pr
adverse conditions and that with OCD leadership, admini
staffing 4-C has the potential to bring about a coheren
of services at the community level. Her final recommen
need for (1) mandating appropriate federal-state cooper
assure responsiveness to and consistency of coordinati
areas and (2) supplying sufficient technical assistance
government, such as increased FRC and State level 4-C s

assistance to establish local 4-C staff training, and funds for planning at all levels.

In a presentation to the National Association for the Education of Young Children, November, 1972, Weatherup used both a sociological approach and some of the concepts forwarded by Toffler in his book, *Future Shock*, to discuss "Metropolitan Dade County 4-C: Ad Hocracy at its Best". A general history of the development of coordinative activities in the field of children's services is first given with particular emphasis on 4-C, the conditions which led to its development, and the logic of its organization. The organizational structure of the Metropolitan Dade County 4-C is then discussed in terms of its composition and the resulting process which evolved. It is pointed out that the representation on the Metropolitan Dade County 4-C Board, although quite varied and seemingly influential, was deemed by many as politically "weak" because it did not exercise sufficient influence over the community's financial and communications systems. In addition, because of the diversity and size of the Board, the decision-making process was slow and laborious. Weatherup highlights the activities and crises of this organization from May, 1969 through September, 1972 when it was terminated. Citing Toffler, Weatherup views this 4-C's termination in the context of an *ad hoc* organization, one that is assembled to handle a specific problem and is then disbanded. "These kinds of organizations fill gaps, and meet unique needs which other organizations have not managed to adjust to yet. But they also quicken the tempo of change and adjustment within those more bureaucratically inclined organizations--and assist in causing 're-organization', or adaptation to current needs (p. 34)." Weatherup feels that the Metropolitan Dade County 4-C performed such a function:

> Between April of 1972 and September of 1972, our Board and staff realized, and participated in, struggles which still seemed significant, which seemed more significant than ever, because we had to communicate to those who would

> absorb our functions exactly what we had been trying to do for children, and their parents, and the poor communities in which we had been involved; and if they could not accept our structure, we wanted them to accept much of the viable concept on which it had been based. At this point, I think, our agency reached maximum self-realization in terms of the role it had played and the role it wanted, now, to urge on more permanent and fiscally secure institutions. And this was Ad-Hocracy at its best....Let me emphasize, 4-C does not have to be a throw away organization! But in Dade County, Florida, it was; and we are proud of it. ...And we affirm, with Mr. Toffler's concept, that the fact of effective delivery of services to those kids is and was, far more important than the particular structure-identity delivering them (pp. 33-34)".

In "Organizing to Coordinate Child Care Services" by Ratliff (1973), the coordination of child care services, with particular emphasis on 4-C, is considered from the viewpoint of the parent/consumer. After defining, identifying, and evaluating child care coordinating mechanisms, Ratliff comes to the conclusion that "the federal Community Coordinated Child Care (4-C) program is inextricibly interwined with the concept of coordination throughout the country and is far and away the most visible form to ferret out when trying to observe the beast. For that reason we will be focusing mainly on 4-C groups. But we must, at the outset, emphasize that not all coordination efforts are 4-C efforts and even, sadly, that not all 4-C efforts are coordination efforts (pp. 1-2)." In Part I, "The Evolution of Coordinating Groups", the initial steering committee is followed through its various phases of expansion with detail given to (a) common patterns of types of people involved in establishing an *ad hoc* steering committee/citizen task force, (b) the kinds of people (especially parents) who come into the group as it tries to expand, (c) the kinds of situations encountered when staffing the new organization, (d) the techniques used to involve and educate more parents, and (e) the various projects groups have used to establish visibility and credibility with the community at large.

In Part II, "Coordination Accomplishments", the variety of coordinative efforts in such areas as staff training, family day care homes, parent education projects, information systems, planning for expansion of facilities, and supportive services are outlined. Part III is titled "Credibility Problems" and in it the difficulties of establishing visibility, credibility, and workability are confronted. One of the efforts cited in Part III deserves special note. This is the results of a Region I Federal Regional 4-C Committee Task Force on the Role of 4-C performed in 1972. The main finding of the Task Force was that Federal support to 4-C has been insufficient. In order for the federal government to preserve its credibility in 4-C coordination efforts, Region I asked the following questions:

1. Why is there so little communication in the 4-C system?
2. Why haven't 4-C communities received priority for funding for certain children's programs?
3. Why has not stronger support been given to the existing 4-C system in administration testimony before the Congress?
4. Why had OCD given no visibility to this activity?
5. Why has HEW not made stronger efforts to avoid competition among federal agencies within HEW, and by those agencies against agencies outside HEW, by requiring approval of funding?
6. Why hasn't HEW more actively sought financial support for 4-C?

In the final section of the paper, "Conclusion/Recommendations", Ratliff further exemplifies those issues raised by the Region I Task Force:

> Successes in coordination have been at the local community levels and from time to time at the state levels. But the greatest impact has been where groups of people at the community level have gotten together, generated enthusiasm within their community, expanded their groups to include those new recruits and then mobilized to scour the community for resources to develop, expand and upgrade the quality of child care.
>
> Groups who have gotten together and prepared all the documents necessary for recognition and are sitting back waiting for monies to flow from the federal government for their communities are doing just that:

> sitting back and waiting. Coordination efforts, and particularly 4-C programs, have endured in spite of the federal auspices which created them, not because of them. (p. 83).

Ratliff's recommendations focus on two recurrent problems which seem to be inherent in all coordination programs at all levels: communication and consumer input. These recommendations include (1) a communications network which would provide a nationwide information system, regional informational and referral networks and a local chain of reciprocal newsletters among coordination groups and (2) a nationwide effort to upgrade the quality of consumer input.

The personal experiences of Morgan, Weatherup, and Ratliff further support the continued need for the systematic coordination of children's services, the importance of a federal level commitment to such efforts, and the potential role of 4-C, given proper authority and resources. Even though Weatherup develops a positive interpretation of one 4-C's termination, it is still emphasized that 4-C need not be a short-term organization and that children still must be served. Considering the recommendations made in the above studies and reports, the following concensus of opinion becomes apparent: (1) the federal government should mandate and develop the appropriate organizational structure to coordinate and expand children's services (either through 4-C or an organization which could include 4-C); (2) this structure should be empowered with authority over all interagency efforts and have funding and staffing capability as needed; (3) subsequent lines of authority and communication in the regional, state, and local levels should be developed which would include the necessary power regarding dispersion of funds, information, technical assistance, research, evaluation, monitoring, workshops, and conferences; (4) the private sector (parents-consumers-neighborhood groups) should have input into this system, especially at the state and local level.

D. Evaluation of the Five Pilot 4-C Programs

In order to initiate action regarding some of the recommendations listed above and make visible its continued commitment to coordinative efforts in children's services and to 4-C, the Office of Child Development granted non renewable three-year contracts to five pilot 4-C programs in 1971. These programs were also to receive funds from their respective HUD Model Cities Programs. The communities included: Athens-Clarke County, Georgia; Edinburg-Hidalgo County, Texas; Juneau, Alaska; San Antonio-Bexar County, Texas; and Winston-Salem/Forsyth County, North Carolina. The funds were deemed seed monies to initiate 4-C programs in the five communities with each community then expected to develop continued funding from other sources. It was hoped that accompanying changes in 4-C support and organizational effort might be effected during this time to alleviate some of the problems 4-C had been experiencing. In an effort to understand what affect these arrangements and developments might have on the initiation and operation of 4-C in such different localities, the Evaluation of Pilot Programs for Children (EPPC) was also funded. This evaluation grant, to be administered by the State of Tennessee, Department of Mental Health, Division of Children and Youth Community Services, was funded to study each 4-C in relation to its own site specific goals, the core national 4-C goals described above, the literature reviewed, and each other.

The research design developed by the EPPC staff in conjunction with the OCD and National 4-C offices in Washington centered around collecting site specific as well as core evaluational information. Site specific information was primarily aimed at describing the process by which each of the five programs attempted to reach its own goals. Core evaluational information was primarily aimed at answering six questions derived from a study of National 4-C objectives and current available literature. The six questions are:

A. In what ways has 4-C defined the child care needs in the community as well as the services available?

B. In what ways has 4-C expanded the number and types of services available?

C. In what ways has 4-C increased citizen participation and support for child care services?

D. In what ways has 4-C pursued obtaining new funds for children's services?

E. In what ways has interagency cooperation been increased through 4-C's efforts?

F. In what ways has 4-C increased the quality as well as quantity of children's services?

The following data collection methods were employed to obtain information relevant to both site specific and core evaluational issues: On-Site Research Assistant Monthly Evaluation Reports, EPPC Staff Site Visits and Reports, Interviews with Participating Citizens, Interviews on Child Services, Five Community-Wide Agency Surveys, and Monthly Visibility Data tabulation.

The following report is a final summary of the findings of the EPPC over the three-year period of OCD funding (August, 1971-May, 1974). Background descriptions of each of the five pilot 4-C programs are given followed by a summary of each 4-C's goals, processes, and accomplishments during the funding period. After presenting a more detailed description of the evaluation design, each of the six core evaluation questions is then considered in relationship to all five pilot 4-C programs. Final Summary and Recommendations sections conclude the report.

III. BACKGROUND OF THE FIVE PILOT 4-C PROGRAMS

This section summarizes those conditions and activities which lead to the receipt of OCD pilot project monies by each of the five communities. Each community's section includes: (1) a demographic description of the target city (including such variables as size, population, economic climate, cultural composition), (2) an overview of conditions when 4-C began (with particular emphasis on services available), (3) an early history of 4-C in the target city prior to receipt of the OCD grant (including such variables as major agencies and citizens involved in originating 4-C; original 4-C structure, auspices, resources, and relationships; initial goals and activities), and (4) a presentation of the 4-C model for the target city as operationalized at the time OCD grant monies were awarded.

A. Athens-Clarke County 4-C

Demographic description: Athens, Georgia, the site of the main campus of the University of Georgia, is located in the northeastern part of the state in Clarke County (approximately 70 miles east of Atlanta). Although some textile industry and agri-business is present in this area, the University is the principle employer for the 65,177 inhabitants of Clarke County, 44,342 of whom reside within the Athens city limits. As of the 1970 census, there were 7,267 children six years old or under in all of Clarke County, 4,132 of whom were city residents of Athens. On the basis of these figures, 11.15 per cent of the total population and 9.32 per cent of the urban population are children six years or under.

Initial conditions: The development of a 4-C in Clarke County began with the formation of a Mother's Club which was organized for the purpose of seeking additional funds to provide needed day care services for children. Certain representatives of this organization became acquainted with 4-C in 1969 while

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attending a Head Start sponsored meeting in New Orleans. Once home with the news, they embarked upon a vigorous, concerted effort to establish a 4-C in the Athens community.

The initially formed 4-C agency was totally staffed by volunteer personnel. Planning toward official recognition, communication was established with the Atlanta based Regional Director of 4-C and a Board of Directors consisting of 17 members was selected. The early 4-C members construed from the 4-C policy guidelines that 4-C could not operate as an agency in and of itself. Athens Child Development, Inc., was therefore formed and became the formal liaison agency through which 4-C administered.

The Clarke County 4-C's principle contact agency in the city government structure has been the Department of Human Resources, an agency created to assume some of the functions of the Model Cities Program (MCP) following MCP's planned demise. In 1971, the Department of Human Resources contracted with MCP (using Title IV-A funds) to provide day care services in 6 centers for 600 children and 500 families living in the Model Neighborhood Area (MNA). Four-C became directly involved in these MNA child care centers by entering into an agreement with the Department of Human Resources to provide such services. A portion of the 600 contracted spaces were provided through the formal 4-C agency, Athens Child Development, Inc., which maintained 127 day care slots. Approximately 25 badly needed slots in infant care for children from 0 to 18 months of age were additionally made available through 4-C sponsored private home care.

Early history: The Athens-Clarke County 4-C was officially recognized on March 16, 1971, and the Acting Director began setting up the office with the aid of a three month grant from Model Cities in the amount of $15,000. By the middle of May, a permanent Director was hired and the Acting Director became Assistant Administrative Director. During June, 1971, an additional grant in

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the amount of $57,000 was awarded 4-C by Model Cities. This grant was to be used to provide salaries for a Community Relations Specialist and a Nurse. The Assistant Administrative Director became the Community Relations Specialist and a Nurse was hired.

In July, 1971, the Clarke County 4-C received a $70,700 Research and Demonstration Grant from the Office of Child Development (#OCD-MC-05). This grant required 4-C to (1) develop innovative programs which would improve the quality of child care in the Athens-Clarke County community and (2) coordinate and maximize utilization of existing services in an effort to strengthen family and community functioning. It was the explicit duty of 4-C to avoid all possible duplication and/or fragmentation of services in the child care system. The long range goal became: "To help improve family functioning by assuring that quality comprehensive child care, child development and supportive services are provided to children of families needing those services. In order to assure that quality comprehensive child care services are provided, Athens 4-C will identify and mobilize available resources in ways designed to maximize the impact of each resource as part of a coordinated delivery system (Operating Plan Draft, Athens-Clarke County 4-C, 1972, p. 9)."

Once the permanent 4-C Director was hired (May, 1971) the primary objectives of the Athens-Clarke County 4-C centered around (1) recruitment and hiring of personnel (2) acquisition of office equipment and supplies and (3) logistics and planning for the three year program. Under the conditions of the grant, the majority of the recruiting was to take place in the MNA exclusively, with exceptions only through the expressed permission of Model Cities. By November 1, 1971, the Clarke County 4-C was composed of the following staff: Director, Secretary/Bookkeeper, Child Development Specialist, Secretary/Receptionist, Community Relations Specialist, Registered Nurse, and Liscensed Practical Nurse. The initial broad conception of 4-C's goals became more narrowly operationalized when the thrust of staff energies began to focus on securing clarification agreements of cooperation and commitment and designing and implementing various elements of the program.

Four-C model: Owing to its emanation from the grass-roots Mother's Club and early financial support from the Department of Human Resources, the Athens-Clarke County 4-C evolved into a quasi-independent agency which represented both private citizen and city government interests. Although 4-C continued to work closely with Athens Child Development, Inc., by February, 1972 a 4-C governing body composed of 13 citizens (consumers) and 12 representatives of community child service agencies (providers) had assumed executive responsibilities. When Title IV-A guidelines were revised during FY-2, this resulted in a restructuring of the 4-C Board. For the remainder of the evaluation period a 4-C Policy Board was the major executive instrument of the Athens-Clarke County 4-C. This Board was composed of 24 members: 7 parents, 8 agency representatives, 8 day care center representatives and 1 advisor elected from the 4-C Advisory Board, which conducted quarterly meetings in order to bring service needs and recommendations for program and policy to the 4-C Policy Board.

In sum, the initial Athens-Clarke County 4-C effort as developed from a grass-roots level was primarily limited to day care and attendant services for preschool children. In keeping with the contractual arrangement with Model Cities, this 4-C operated as a community child services agency and activities were confined to 600 children and 500 families in the MNA. Experience and expansion of resources through the OCD grant facilitated a broadening of concerns with a resulting expansion of target territory. Attempts were made, in keeping with the OCD mandate to coordinate services and avoid duplication to expand the mission into the private day care center sector.

B. Edinburg-Hidalgo County 4-C

Demographic description: Hidalgo County, located in the Texas Lower Rio Grande Valley, encompasses 1,541 square miles and has a population of 181,535 (1970). Seventy-five percent of that population is Spanish surnamed and 26% are considered resident migrants, making this area decidedly bi-lingual and bi-cultural in nature. The region's economy is based primarily on agriculture and related industries; however, winter tourism and a free trade zone with Mexico also contribute to its economic growth. Employment is largely seasonal, wages are low, and poverty is prevalent. Figures prepared by Texas OEO, The Lower Rio Grande Valley Development Council, and the University of Texas, Bureau of Business Research (1970) indicate that 38% of Hidalgo County's 44,542 families earned less than $3,000 during 1969-70 and 21% of those families earned from $3,001-5,000; thus, 59% of Hidalgo County's families earned less than $5,000 during that year. Data from the Texas Health Data Institute (Feb., 1971, Selected Demographic and Health Characteristics) show the County's population to include 15,107 children aged 0-5 years, 35,082 children aged 6-12 years, and 12,880 children aged 12-18 years. The yearly birthrate for Hidalgo County is approximately 3% of the population.

Initial conditions: Given the high prevalence of poverty in Hidalgo County and the corresponding need for a multitude of services, very strong OEO and Model Cities programs developed during the late 1960s. By the early 1970s a variety of social programs had been established. Services for preschool aged children were seen as a priority, and by 1971 nineteen OEO (Associated City-County Economic Development Corporation - ACCEDC) and Model Cities (City Development Agency - CDA) child development centers serving approximately 900 poverty children and their families were established. Six Mental Health-Mental Retardation (MH-MR) preschool centers, thirteen privately licensed day care centers, fourteen preschools operated by the County's sixteen school districts, and a scattering of unlicensed and church related day care/preschool programs provided the bulk of remaining services to preschool aged children. Although both the ACCEDC and CDA programs had contributed greatly, their staff estimated that an additional 8,500 families were eligible for day care services and felt that much remained to be done in terms of both service coordination and extension. When staff members of the ACCEDC and the CDA learned about the 4-C concept and the possibility of obtaining pilot project monies from OCD, they felt that this would provide the opportunity to comprehensively further their efforts and better link Hidalgo County to the federal structure.

Early history: In May, 1971 staff members of the ACCEDC and the CDA wrote the initial grant proposal for the Edinburg-Hidalgo County 4-C Council. They envisioned the development of a strong coordinative and planning body comprised of all the child serving agencies in the County. This Council would initially focus on preschool programs but would eventually be an advocate for all children and youth. It was thought that agencies cooperating with 4-C and communities with a strong 4-C Council would be given priority in the distribution of federal monies. It was also expected that the 4-C Council would become a checkpoint for the distribution of such funds, particularly as related to the development of comprehensive child care services for the disadvantaged. Although the 4-C Council was expressly advised not to operate programs, the ultimate objectives specified in the original grant were very extensive:

> The goal of the program is the development of locally controlled, locally financed, integrated child care services for economically disadvantaged residents of the county in order to achieve the following objectives:
>
> a) Increase pre-school readiness of children in the county to the national standard within five years.

> b) Increase educational performance of students in the county to a level comparable to the rest of the state within five years.
>
> c) Reduce the unemployment rate of the county by ten percent (10%) within one year.
>
> d) Reduce the incidence of malnutrition among pre-school children by 75 percent (75%) within two years.
>
> e) Reduce the incidence of untreated health conditions among pre-school children by seventy-five percent (75%) within two years.
>
> The project will develop a workable 4-C plan for Hidalgo County. The plan will include but not be limited to:
>
> - Development of a community based council in charge of planning and facilitating the implementation of the program once it is developed.
> - Comprehensive survey of existing child care facilities in the community to determine specific child development and related services needed to meet the needs of the community.
> - Development of mechanism to insure coordination, integration, and continuation of services.
> - Development of the proposal for initiating child care development teaching program at Pan American University and an associated career development program for non-professionals currently employed by the various child care facilities. (pp. 3-4).

Letters of support from nineteen major child serving agencies in the County accompanied the initial grant proposal and interest in developing the 4-C Council was widespread.

Notice of OCD Research and Demonstration pilot project grant award (#OCD-MC-04) was received in June, 1971. This grant provided $20,460 from OCD to be supplemented with $5,000 from CDA and $11,667 from the Department of Public Welfare (DPW-Title IV-A) for FY-1 (total $37,127). FY-2 and FY-3 were tentatively budgeted for $32,867 and $34,139 respectively, with an expectancy of continued funding from all three sources. The 4-C Council was to be funded through the

ACCEDC with accompanying technical assistance from both t
FY-1. Once the Council was established, however, it was
separately operated organization. By August, 1971 the co
consisting of Director, Public Information Officer, and S
and organizational operationalization was begun.

Four-C model: By the time OCD funds were received i
the pilot 4-C program in Hidalgo County was ready to bec
initially depending on the ACCEDC (office space, supplies
funding administration), the CDA (technical assistance, f
(technical assistance, funding), the Hidalgo County 4-C w
independence and operate as a separate non-profit corpora
planning and coordinating children's services. It was ex
agency would gain authority in the community by virtue of
the federal structure in the distribution of funds for ch
very broad goals outlined in the original grant were narr
the FY-1 focus was to be upon (1) obtaining full recognit
(2) performing a comprehensive survey of preschool needs
County, and (3) beginning initial coordinative activities
Council based on survey data.

C. Juneau 4-C

Demographic description: Juneau serves as the capit
in many of its problems, including geographic isolation,
rainfall of 102 inches), housing shortage, high rate of a
population. Three residential areas were combined with J
city/borough: Douglas and West Juneau are located on Do
to downtown Juneau by a bridge and the large residential
up in the Mendenhall Valley. Based on figures from the 1
of Juneau is 13,556, of which 84% is white, 1% is black,
remaining 4% is "other". There are approximately as many

the area; almost 50% of the population is under 21 years of age; and 12% of the population is under 6 years of age. When these data are segmented by race, however, white children under 6 comprise 12% of the white population, black children under 6 comprise 18% of the population, and children of other racial groups comprise 16% of their respective populations. Income figures for the 3729 families in Juneau show 2910 white families with median incomes of $17,069 (mean income of $19,067), 117 black families with median incomes of $10,583 (mean income of $10,514), and the remaining families with median incomes of $10,627 (mean income of $10,405). These discrepancies are further reflected in differential unemployment rates: white-5.4%; black-4.4%; other non-white-27.5%; Spanish-speaking-12.4%; female-3.9%.

The government provides the economic base for the city, with approximately 57% of the labor force employed by Federal or State agencies. The lack of a diversified economy operating on a year-round basis, combined with the high cost of living, produces severe problems for Juneau. A further problem is posed by the insecurity of Juneau's position as the seat of government. Twice in the recent past, efforts have been made to move the capital to Anchorage, where half the population of the state resides. Once again, in November, 1974, a referendum for a capital move will be brought before the people.

Initial conditions: A marked characteristic of Juneau (and all of Alaska) is that of fragmented health and social services. A large variety of federal, state, local, and voluntary services and agencies provide care to various specific groups of people. The result is an uncoordinated maze of services where communication is poor, overlap frequent, gaps go unidentified, and clients become bewildered and lost in the "non-system". The intention of each agency to specialize in one or two areas and only touch the surface of many other problems contributes to this general lack of service. In addition, there is an unfortunate combination of other constraints: lack of funds for qualified staffing and rigid rules and qualifications which prevent broad-based coverage of service needs. Often, organizations serve only a small segment of the population, limited to specific religious or ethnic groups. Juneau considers itself fortunate to have the only psychiatrist in all of Southeastern Alaska.

The situation of children's services in Juneau in 1969, as found by the Day Care Committee of the Health and Social Services Task Force of the Model Cities Program, parallelled that of the entire Juneau service delivery system. Unfortunately, there were very few services for children and all day care was provided by 4 small agencies (3 private day care centers and 1 preschool center). An urgent need was found for day care in neighborhood locations and for parent education on child care. When this committee learned of 4-C, it appeared to be a viable means to improving the child care situation in Juneau.

Early history: Beginning in 1969, a group of representatives from Juneau's social service agencies met monthly to discuss their mutual problems. Shortly after Model Cities was funded in 1969, this group agreed to become the Health and Social Services Task Force of the Model Cities Program. At the same time, it became apparent to several members of this committee and to many parents that, in order for the Work Incentive program to work, day care was needed for the children of native women receiving job training. These committee members and parents approached Model Cities and became the Day Care Committee of the Health and Social Services Task Force. The three existing center operators, the local preschool director, several parents, and a few agency representatives composed this committee. The committee was asked to do a study regarding the need for day care in Juneau. This very thorough study indicated that the child care situation was more dire than expected. In observing that older children remained home to take care of their younger brothers or sisters, an urgent need for day care in locations near family homes and neighborhoods was recognized. Further, a basic knowledge concerning child care was indicated as absent in many homes.

In January, 1970, one of the Day Care Committee members became familiar with the 4-C program. Naturally, it seemed to fit the needs and goals of the Committee, so they began to search for aid in forming a 4-C. In the spring of 1970, the first action year budget was prepared and presented to the Model Cities Task Force. In June of 1970, the 4-C project's budget was funded for $137,000. The Day Care Committee then became the Policy Board of 4-C and a full recognition application was submitted to Region X for approval. In August of 1970, the first 4-C Director was hired. With the monies Model Cities had allotted 4-C, the Board planned to open three day care centers, establish a before-and-after-school program, develop standards for infant care in Alaska, and start an infant center. In November of 1970 one center opened and two more centers opened in the spring of 1971.

The 4-C Policy Board then wrote an application for OCD monies to fund a child advocacy center. This grant was remodeled by both Regional and Federal personnel until the Family Service Center concept evolved. Later in 1971, $64,585 was received from OCD (#OCD-MC-11) to operationalize the Family Service Center (FSC). The specific aims of the FSC were unclear, however, it was designated to take a family advocacy role in improving and expanding services for families and children in Juneau. Support appeared high at this time from the 170-200 4-C Council members.

Four-C model: By the time OCD monies were received in 1971 to initiate the Family Service Center, the Juneau 4-C had been functioning for one year and incorporated both service delivery and coordination components into its activities. The 4-C Policy Board (formerly the Day Care Committee of the Health and Social Services Task Force of the Model Cities Program) had contracted $137,000 from Model Cities to initiate several programs for children. Comprised of representatives from the 3 existing day care programs, one preschool, parents, and other interested citizens, the 4-C Policy Board operated independently to hire staff to fulfill its Model Cities commitment, aid in the opening of 3 centers by spring of 1971, and write the proposal for the Family Service Center. Support for 4-C was great at this time, with 170-200 members on its Council. The FSC was designed to operate as administered by the Juneau 4-C in a capacity which focused on human services delivery to families and the community, thereby providing indirect services specifically to children.

D. San Antonio-Bexar County 4-C

Demographic Description: San Antonio, Texas located in Bexar County has a population of 654,153 and covers 197.9 square miles of territory. Over 50% (341,333) of the population of San Antonio is Spanish-speaking and/or Spanish surnamed. Thus, San Antonio is a bilingual-bicultural area with all the associated problems. There are 155,651 families in San Antonio with 231,024 children under 14 years of age. The median income per family in the city is $7,734 and mean income is $9,027. Seventeen and one-half percent of the families in San Antonio fall below poverty guidelines and 21.3% receive some type of public assistance income. The statistical picture for Bexar County as a whole is somewhat better. Bexar County (1,248 square miles) has a population of 830,560, including 193,610 families with 291,206 children under 14 years of age. Median income per family is $8,045 per year, mean income is $9,593. Fifteen and nine tenths percent of the families of Bexar County fall below poverty guidelines and 19.8% receive public assistance income. (All figures 1970 Census).

Initial Conditions: Early in 1968, San Antonio was chosen by Federal officials to be one of the fifteen 4-C pilot communities. Representatives of the Bexar County Welfare Department and EODC (local CAP agency) were invited to talk about 4-C with Washington officials at an HEW-sponsored Conference on Services to Families and Children, held in Atlanta in June. Also involved were representatives from the Texas State Welfare Department and the State OEO office. At that time, the climate in San Antonio seemed anything but ripe for coordination. A 4-C representative who made an early visit to San Antonio found Negro and Mexican-American poor picketing city hall, the court house and CAA headquarters in a dispute between the CAA and the San Antonio Youth Organization over control of the Concentrated Employment Program (CEP). When San Antonio was officially designated as the region's pilot community, one member of the FRC remarked, "If 4-C can work in San Antonio, it can work anywhere."

Little information was made available to the evaluation team regarding services available in 1968; however, it can be said that given a city which has always contained "barrios" of extreme poverty a clear need for increased services was seen by all agencies. Additionally, great power had been developed by many of those agencies serving children; unfortunately, subsequent interagency rivalry was greatly hampering both cooperative and expansion efforts.

Early History: The San Antonio-Bexar County 4-C has survived a very long, complex developmental process. As mentioned previously, San Antonio was selected by the initiators of 4-C as one of the original fifteen 4-C pilot communities in the nation and several representatives of San Antonio's most powerful organizations were involved in its preliminary activities. These agencies included the Department of Public Welfare (DPW), the OEO Community Action Program-Economic Opportunity Development Corporation (EODC), The Community Welfare Council (CWC), the Alamo Area Council of Governments (AACOG), The San Antonio Youth Organization (SANYO), and Model Cities. The development of 4-C mechanisms began in the summer of 1968 and the originators of 4-C in San Antonio were particularly anxious to achieve recognition status because they were told that the FRCs would not release matching IV-A monies until recognition was achieved and that the receipt of other funding priorities would be based on developing an approved 4-C Council. Since 4-C was just beginning, however, the recognition process was quite complex: initial steering committee recognition was received in May, 1969 and full recognition was received in April, 1970. The application for 4-C recognition indicated the Council to be currently comprised of 100 members including 55 agencies and 38 parents. Although the San Antonio-Bexar County 4-C was the first 4-C to become fully recognized in the country, funds were not received as expected. During the recognition phase, the initial pilot monies ($9,000) were released, although a year late. And commitments from other agencies were changed and often not kept. A letter of protest was sent to the Secretary of HEW and the Director of 4-C for OCD in June, 1970 expressing disappointment in both federal funding and technical assistance support. A full-time 4-C Coordinator was hired during this time period, however, and job referral, general day care information, and day care staff training services were initiated as a result of her efforts. In addition, the need for day care services in the various low income housing projects of San Antonio was identified and a grant was written to OCD for the initiation of a Demonstration Project in Cooperative Child Care.

Until the time this evaluation began (summer, 1971), it appears that the San Antonio-Bexar County 4-C can be characterized by inadequate and unreliable funding as well as competing interests and rivalries among agencies involved with the project. Records are incomplete, as are accounting procedures, for this time period. As of that time, however, this 4-C had funded its administrative component (one coordinator and one secretary) by arrangement with several day care centers to administer United Way and DPW IV-A monies. They had also received the OCD funds which were to be used to administer the Mirasol Demonstration Project in Cooperative Child Care (#OCD-MC-02). (As the San Antonio-Bexar County 4-C was selected as one of the original pilot 4-Cs, further detail of its history is found in the DCCDCA Final Report, Community Coordinated Child

Care: A Federal Partnership in Behalf of Children, 1970, pp. 273-290. The interested reader is referred to that report).

Four-C model: The San Antonio-Bexar County 4-C model as operationalized at the time of OCD grant award for the Mirasol Demonstration Project included both planning and child care administrative components. During 1971 4-C administered funds for day care services for 217 children and also worked on a rural planning effort in connection with AACOG. The total 1971 United Way/IV-A/4-C budget was $79,122. Operating as an independent, non-profit, United Way agency with its own Board of Directors and Council membership, this 4-C employed one full-time Coordinator and one Secretary to carry out the administrative aspects of its function.

E. Winston-Salem/Forsyth County 4-C

Demographic Description: Winston-Salem is the third largest city in North Carolina. The Winston-Salem/Forsyth County area lies in the middle section of the state, in the upper half of the industrial piedmont. As of the 1970 Census the population was 214,348 for the entire county with 132,913 of that number dwelling within the city limits. The total preschool population for Forsyth County is 21,458 and more than half of these children, 13,016, reside within the boundaries of Winston-Salem.

Winston-Salem is the home of the R. J. Reynolds Tobacco Company. The tobacco industry and the textile industry (e.g., P. H. Hanes knitting mills) are the major factors in the economy of the area. In addition to the direct benefits the primary industry provides for the target area, other gains are also apparent in the form of foundations which have been endowed by the Reynolds family for the purpose of funding programs of social worth. Though the scope of the grants usually exceed the bounds of the target city and county, and even the state, Winston-Salem/Forsyth County has been the benefactor of many of these grants.

Initial conditions: The 4-C idea for this target area was initiated by the Academic-Urban Affairs Consortium working in conjunction with the staff of the Child Development Program (CDP) and Model Cities. After it was resolved to develop a 4-C, the actual work and planning became the responsibility of the Child Development Program and Model Cities.

The Child Development Program is a non-profit, private organization funded by the Citizens Coalition, an organization which serves as executor for the funds of private foundations. At the time just prior to 4-C's initiation the Child Development Program was the primary organization involved with day care in Forsyth County. CDP's function included securing funds for day care, operating training programs and serving as consultant to agencies or persons interested in child care. In the capacity of the primary day care organization, the Child Development Program became very much involved with coordination and public relations for day care. Because these activities drained the agency of its primary function, the Director of the Child Development Program was very much interested in creating a 4-C agency which would assume the coordination and public relations duties and allow CDP the concentration of its resources in developing programs, training staff, and providing consultant services. The CDP Director solicited the aid of Model Cities and, after securing the support for the concept from several other public and private child care agencies, wrote and submitted the Forsyth County 4-C proposal which was funded for July, 1971 (OCD-MC-14).

Early history: During the period that the 4-C grant was funded, the Model Cities program in Winston-Salem/Forsyth County underwent several changes. Model Cities became a Planned Variation and changes in city government were precipitated by this action which included the appointment of a new Assistant City Manager. Given that 4-C was designed to operate as a branch of city government, a strategy aimed at rendering 4-C independent of any existing agencies, city government was vested with the responsibility for the appointment of a 4-C Coordinator. Specifically, the responsibility for the appointment of a 4-C Coordinator was that of the Assistant City Manager, therefore, the 4-C appointment was delayed until the new Assistant City Manager had been hired and oriented. The 4-C Coordinator was not hired until December of 1971, and it was not until January, 1972, that the Project Assistant was hired.

Demonstration of early community support was found in the formation of the 4-C Board. In probing the possibilities for an executive body, attention was directed to the Northwest Child Development Program (NCDP), an enterprise of the Appalachian Regional Commission which encompassed five counties including Forsyth. The Board for the Northwest Child Development Program, the Forsyth County Child Care Committee (FCCC), had a membership composition which conformed to 4-C guidelines. A cooperative effort headed by the 4-C Coordinator and the FCCC Chairman yielded the securement of the FCCC as an Advisory Board for 4-C and NCDP as well, thus avoiding unnecessary duplication of boards.

Once the essential structure of the Winston-Salem/Forsyth County 4-C had congealed, application for initial 4-C recognition was submitted. The Federal Regional Committee granted initial 4-C recognition in April, 1972. Full recognition was to be sought pending the merger of the current 4-C Board, the Forsyth County Child Care Committee and the Child Development Program Board.

Four-C model: Because the 4-C program in Forsyth County did not get underway until five months after the grant had actually been awarded, the 4-C Coordinator requested of OCD that the grant period be extended to December, 1972. This request was agreed to by OCD; thus, FY-1 for this project was from December, 1971, to December, 1972. As 4-C began operations at the end of 1971, it was viewed as an independent branch of city government established for purposes of coordination and public relations endeavors. It had been conceived by CDP to serve as the primary child care information clearinghouse and coordinative body in the target area and enjoyed a large base of support ranging from Planned Variations (Model Cities) to private day care centers.

F. Comparative Summary of the 5 Pilot 4-C Models

As operationalized at the time of OCD grant award, several similarities and differences were evident among the five pilot 4-C programs. The Clarke County, Juneau, and Bexar County 4-C programs had been in operation for at least one year prior to the receipt of OCD monies, and in Juneau and Bexar County these funds were used to initiate new subcomponents (the Family Service Center and the Mirasol Demonstration in Cooperative Child Care, respectively). The Hidalgo and Forsyth County 4-C programs were initiated with the receipt of OCD funds. The Clarke County and Bexar County 4-Cs were already recognized at the time of grant award whereas the other programs were to work toward obtaining recognition during the study period. The Clarke County 4-C was the only program under study to have emanated from a strictly grass-roots level. Although each program had the cooperation of its respective Model Cities agency, the Bexar County 4-C was the only program under study to have specific additional United Way monies, and the Forsyth County 4-C was the only program under study not operating with supplemental Title IV-A funds. Both service delivery and coordination objectives were operative in the Clarke County, Juneau, and Bexar County 4-C programs. Although the Hidalgo County and Forsyth County 4-Cs primarily focused on the coordination of services, only the Forsyth County program did so under the authority of city government.

In sum, the Athens-Clarke County 4-C was the only 4-C under study to have its origins at the grass-roots level. Already recognized and operative for one year at the time of OCD grant award, this 4-C served as a community child services agency in connection with its respective Model Cities program and used Title IV-A funds to undertake both service delivery and coordination tasks. The Edinburg-Hidalgo County 4-C was initiated with the receipt of the OCD grant and was designed to be a non-profit, independent corporation aimed exclusively toward the planning and coordination of children's services. A predominant emphasis was obtaining 4-C recognition and eventual authority by virtue of its connection with the distribution of federal monies for children's programs. The OCD grant awarded to the Juneau 4-C provided for the initiation of a Family Service Center aimed to develop a variety of human services for the families of Juneau, thus indirectly serving children. The Juneau 4-C itself operated in connection with Model Cities using Title IV-A monies to provide direct and coordinative services to the children of Juneau. The San Antonio-Bexar County 4-C was also operative at the time of OCD grant award and those monies were used to initiate a 4-C subcomponent, the Mirasol Demonstration in Cooperative Child Care. This 4-C was the only one under study to operate as a United Way agency and it also had both service delivery and coordination objectives. Coordination/public relations work in regard to child care was the singular mandate for the Winston-Salem/Forsyth County 4-C which was initiated by the OCD grant. This 4-C was the only one under study to operate vis-a-vis specific local governmental sanction and auspices. Additionally, this 4-C did not receive supplemental Title IV-A monies.

IV. GOALS, PROCESSES, AND ACCOMPLISHMENTS OF THE FIVE PILOT 4-C PROGRAMS: AUGUST, 1971-MAY, 1974

This section presents each of the five pilot 4-C programs in terms of its own goals, processes, and accomplishments over the three-year evaluational period. First, each 4-C model and its operational status at the time of the grant award is reviewed. Next, a treatment of the goals developed by each 4-C and the processes by which each 4-C attempted to reach these goals is undertaken. Although there is considerable variation between cities, the following categories are consistently considered: staffing/organizational structure, funding, activities, and status at termination of OCD funding.

A. Athens-Clarke County 4-C

Four-C Model reviewed: At the time of OCD grant award (July, 1971) the Athens-Clarke County 4-C had already achieved national recognition through the efforts of its founding all-volunteer organization. In addition, this agency had already contracted with the Athens Model Cities to provide child care services to 600 target children and 500 families in the MNA. Under the terms of the OCD grant, the mission of the Athens-Clarke County 4-C was expanded to include both the provision of direct services and the coordination of all community services to children. More specifically, three main objectives had been set forth: (1) To maximize opportunities for comprehensive quality child care, child development and supportive family services by providing administrative, staff, and program coordination to all Clarke County families, giving particular attention to the Model Neighborhood Area (MNA) and other disadvantaged localities; (2) to insure maximum participation and commitment by community agencies and resources to quality child care expansion efforts to insure effective and efficient use of such services; and (3) to enhance general environmental conditions by providing support for families by means of communication measures calculated to elicit quality child concerns as a matter of civic pride. Thus, the Athens-

Clarke County 4-C, like those in Juneau and Bexar County, had accepted the double responsibility of service delivery and coordination. This model is differentiated from the others, however, in terms of its origins as a grass-roots endeavor and subsequent high community/consumer support.

Staffing/Organizational Structure: Emanating from a grass-roots movement which began in 1969, the Athens-Clarke County 4-C had achieved full recognition and, despite difficulties, was fully staffed by the completion of the first quarter of FY-1 OCD funding. In November, 1971, the 4-C staff consisted of the following personnel: Director, Secretary/Bookkeeper, Child Development Specialist, Secretary/Receptionist, Community Relations Specialist, Registered Nurse, and Liscensed Practical Nurse. Procurement of a part-time Dentist proved difficult; this position was not filled until FY-2, May, 1972. Additional positions for a Transportation Specialist, Social Services Specialist, and an On-Site Research Assistant were created and filled in May, June, and December of FY-2, respectively.

The major emphasis of the first quarter of FY-1 was on procurement of staff. The remaining three quarters were devoted to internal and external structuring as a means of organizing a firm base from which 4-C could launch its mission. Steps were taken to secure clarifications of commitment and agreements of cooperation from community agencies and resources. Internally, program design and contingencies for implementation were under development. Objectives were set which became guidelines for the programs to follow.

The thrust for FY-2 placed the emphasis on 4-C's coordinative abilities in place of direct service provisions. The staff was divided into components, each charged with a specific objective which included services judged to be necessary in a comprehensive child care program. Each of the six components with brief functional descriptions follows:

1. Administrative: Coordinate component activities i
the successful operation of Athens-Clarke County 4
2. Training and Technical Assistance: Coordinate wit
community agencies to provide training and technic
3. Health: Plan and coordinate with available resour
and positive growth of individual children within
4. Transportation: Coordinate with appropriate resou
to provide transportation.
5. Social Services: Coordinate with appropriate reso
social services are delivered wherever need is i
6. Parent and Community Involvement: Coordinate with
appropriate agencies to provide parent and communi
work in liaison with parent and community interest
Technical Assistance component, and other communit
these services to parent/community consumers.

The motivating rationale behind the component model as deve
greater efficiency could be gained in an operational model
team approach to the projected goals of the agency. Under
model, each staff member would be familiar with every aspec
mission and every team would benefit from the expertise of
composition. Unfortunately, changes in Title IV-A guidelin
third quarter of FY-2 caused the operations of 4-C to be ch
its projected goals and programs and into a series of activ
to salvage the status quo of currently funded endeavors.

The ensuing reductions in funding suffered by many cou
agencies as a result of Title IV-A regulation changes decla
1972 effected a modification in the Athens-Clarke County 4-
loss of funding from Model Cities placed the following pos
Transportation Coordinator, Social Services Coordinator, H

Parent and Community Involvement Coordinator, and 20 per cent time Dentist. The solution to this difficult problem came in the form of an agreement made by the OCD salaried staff to waive their cost of living salary increase in order that the Social Services Coordinator and the Parent and Community Involvement Coordinator might continue on a salaried part-time basis. The Transportation Coordinator was terminated and the van was reclaimed by Human Resources. One Nurse was lost and the Dentist's services were also discontinued until a Revenue Sharing grant was received which also made provision for the Social Services Coordinator to return to full-time status. The Parent and Community Involvement Coordinator became full-time again upon the resignation of the Administrative Assistant.

A separate entity within the 4-C staffing structure is that of On-Site Research Assistant. The first person in a succession of three to fill this 25 per cent time position was hired in December, 1972, under OCD funding provisions. In June, 1973, the position was vacated and refilled; however, the unsatisfactory performance of that occupant caused yet another change in staffing in December, 1973. By March, 1974, the position again had become vacant; the final duties of the On-Site Research Assistant were assumed by the 4-C Director.

Final staffing for FY-3 included: Director, Training and Technical Assistance Coordinator, Health Coordinator, Social Services Coordinator, Parent and Community Involvement Coordinator, Secretary-Receptionist and 20 per cent time Dentist. The operational structure of the organization for the final year gravitated to (1) maintenance of existing programs, (2) exploration of new funding possibilities, and (3) evaluation of the impact and effectiveness of the Athens-Clarke County 4-C program during the OCD grant period.

Funding: FY-1 was financed for $128,047 obtained from two sources. The Athens-Clarke County 4-C was granted $57,000 by Model Cities to operate programs in the MNA and $71,047 in Research and Demonstration monies was provided by OCD ($70,700 original grant, plus $347 in supplemental monies for the EPPC On-Site Research Assistant). Title IV-A guideline revisions in FY-2 caused a curtailment of the $41,200 grant from Model Cities, which left 4-C to operate on the $71,250 in new OCD monies for the remainder of the year. An additional $10,000 in Revenue Sharing funds was secured to supplement the $51,368 in new funds received from OCD for FY-3. Although several sources of potential continuation funds were contacted during FY-3, at termination of OCD funding the Clarke County 4-C had received only a $15,000 grant from the County Commissioners in order to continue operations on a limited basis and search for continuation funds. If this search for funds proved unsuccessful, it was anticipated that the Athens-Clarke County 4-C would revert to an all volunteer status.

Activities: In keeping with the format of this report, the information to be presented in this section is organized in such a manner as to portray as accurate a picture as possible regarding the objectives and activities of the Athens-Clarke County 4-C during the three years it received OCD funding. This is done without specific consideration of the core evaluational aspects which will be presented in Section V. The format to be followed in this section includes (1) a chronological presentation of the three years' objectives and (2) a detailed, albeit incomplete, presentation of the activities of each component of the 4-C operational structure. With regard to the latter portion of this section devoted to activities, it is not within the scope of this document to catalog each and every activity of any given site. However, for an excellent accounting of this 4-C's activities--which are legion--the reader is referred to the "Athens-Clarke County Community Coordinated Child Care, Inc., (4-C) Final Report."

For FY-1 the grant for the Athens-Clarke County 4-C listed three primary goals. Included in this listing were the means to achieve each goal for the first year. These were:

> (1) To insure comprehensive quality child care, child development, and supportive family services to the maximum number of families in Clarke County, particularly those in the MNA and other disadvantaged areas, through the provision of administrative, staff, and program coordination.
>
> (a) Coordinate staff development in all participating day care agencies through a common training program.
> (b) Coordinate health services for 600 children in participating day care agencies.
> (c) Serve as a clearing house for the city, participating agencies, and prospective day care centers.
> (d) Establish a media center and book lease to all participating agencies.
>
> (2) To mobilize the resources of the community so as to assure maximum agency commitment to provide expanded quality child care and to insure efficient and effective use of such resources.
>
> (a) Identification of day care needs
> (b) Identification of all health, welfare, social service, and private enterprise operations concerned with family life improvement.
> (c) To educate the community at large with special concentration on industries and service groups to the need for quality child care.
> (d) Cooperate with the State 4-C program which will be established in the near future.
>
> (3) To enhance community communication and pride in quality care for children and support for families so that Athens-Clarke is a more desirable place to live.
>
> (a) To provide information to participating parents, agencies and other organizations in the community who are planning new day care programs by encouraging visitation and observation in available centers. (pp. 7-10).

Unlike many other 4-Cs the goals and specific objectives of this 4-C had not changed in the lapse between the writing and the funding of the grant. The goals of the Athens 4-C were very much in line with national 4-C guidelines and took the following form as operational objectives in Athens-Clarke County:

(1) Insure comprehensive and coordinated quality child care to the maximum number of families in Clarke County.

(2) Provide technical assistance for day care centers.

(3) Provide supportive medical, nutritional and social services.

(4) Coordinate activities of all training agencies in the Athens-Clarke County area.

(5) Mobilize community resources to expand child care.

(6) Provide a voice for parents in child care.

Four-C in Athens made accomplishments toward all of these goals, initiating a number of projects. The staff of 4-C sponsored a visit to a turkey farm and a nature walk in the botanical gardens at the University of Georgia for children enrolled in day care centers. The 4-C Child Development Specialist (1) provided films, puppet shows and other forms of enrichment to children in day care centers, (2) assembled the media center, a large array of toys, games, books, and equipment that directors of day care centers may borrow for use in their centers. (3) conducted several workshops that ran the gamut of topics from art to physical education and children's games, and (4) was available to day care centers for any technical advice or assistance required.

The two 4-C Nurses delivered direct services. They helped, with a doctor employed part-time by 4-C, to administer physical examinations to the 600 children in the MNA whom 4-C had contracted to serve. These children were also tested for vision and hearing, administered the Piaget test, and a program of immunizations was nearly completed. The nurses provided follow-up work on the examined children and were available for consultation in the centers on a regular basis. Four-C did not locate a dentist to administer dental check-ups until May, 1972, which considerably delayed this aspect of service for the 600 MNA children.

The Clarke County 4-C coordinated volunteer services by setting up a schedule for utilizing volunteers and for making arrangements with centers needing the services of volunteers. Four-C also initiated a program for joint purchasing which included: (1) arranging for purchasing from wholesale food suppliers and toy manufacturers, (2) providing lists of food and prices available to centers, and (3) ordering and maintaining records for the centers. Four-C established a referral system which provided a listing of children and personnel that could be referred within existing day care programs, consultants for special needs, and a screening committee to screen applications for children needing child care services.

Four-C worked with coordination in a number of other productive ways. For example, the Athens police department helped provide transportation for the visit to the turkey farm. Church Women United and Jaycettes helped 4-C sponsor Visit-A-Child-Care-Center Day, which was designed to draw attention to child care needs. The University of Georgia and their personnel aided materially in all of the examinations of children and in workshops and volunteer services. In planning for workshops, all agencies concerned with the training of day care personnel were consulted. All of the privately-operated day care centers were apprised of the services that 4-C offered and were invited to participate. Most of these centers received personal visits from 4-C staff members.

The 4-C Community Relations Specialist worked with 1970 census facts to determine the areas of greatest concentration of children and the needs of these areas. Also, a listing of health, welfare, social service, and private enterprise operations concerned with family life improvement as well as a description of their services, their support and fees, and availability was compiled. The Community Relations Specialist worked to establish new day care centers, particularly concentrating on churches and industry. Prospects for industry-supported day care appeared favorable, but individual industries were reluctant to support a day care center. More success was apparent with churches. Two churches made plans to open day care centers.

The Clarke County 4-C provided technical assistance in many ways, many of which have already been mentioned. For example, the 4-C Community Relations Specialist assisted in planning for the new day care centers. The 4-C Child Development Specialist and the Nurses were available for assistance to the centers. The 4-C Bookkeeper temporarily transferred to the Athens Child Development program until a secretary-bookkeeper could be secured for that project.

To summarize FY-1 activities and objectives, the Athens-Clarke County 4-C made great progress in achieving national 4-C goals, and this was due in no small part to the correspondence between Athens-Clarke County 4-C goals and 4-C national goals. Athens set these goals: to insure comprehensive and coordinated quality child care to the maximum number of families in Clarke County, to mobilize community resources to expand child care, to provide a voice for parents in child care, to provide technical assistance for day care centers, to provide supportive medical, nutritional, and social services, and to coordinate activities of all training agencies in the Athens-Clarke County area. As evidenced in the above accomplishments for FY-1, progress was realized in the direction of every goal set.

In planning for FY-2, an Operating Plan Draft was developed in order to facilitate the provision of comprehensive child care services which the Athens-Clarke County 4-C, defined as "encompassing medical, dental, psychological, nutritional, educational, social services, parent and community involvement, volunteers, and career development components (p. 9)." In order to assure that each aspect of the design would receive adequate attention, the following six components were organized within the staff structure: Administrative, Health, Training and Technical Assistance, Parent and Community Involvement, Social Services, and Transportation. The objectives for FY-2 were set accordingly under the specification of the Operating Plan Draft:

1. Coordinate component activities in order to assure successful operation of the Athens-Clarke County Community Coordinated Child Care, Inc. (4-C) system.
2. Coordinate with appropriate community agencies to provide training and technical assistance.
3. Coordinate with Centers and appropriate agencies to provide Parent and Community Involvement Training and Technical Assistance.
4. Plan and coordinate with available resources to improve health and positive growth of individual children within their families.
5. Coordinate with appropriate agencies to assure that Social Services are delivered whenever need is indicated.
6. Coordinate with appropriate agencies to provide transportation. (pp. 9-10).

To judge the success of the operational plan, a status report covering the milestones and accomplishments made over the months of FY-2 was prepared. Eighty milestones were developed which were used to evaluate progress and included, e.g., work with the Policy Board and staff to develop an Operational Plan, develop and maintain a filing system, develop and present a coordinated "4-C Package" to business and industry, coordinate health resources with identified needs.

A brief description of each component's activities is presented below, with the administrative component excepted. The success of the administrative unit must be declared on a prima facie basis, given the below listed accomplishments of the other five components.

The 4-C Training and Technical Assistance component presented the following workshops and training sessions for the staff of various 4-C associated day care centers:

September, 1972:	Assessments at Centers; Coordination of Child Guidance and Parent Involvement Class with Centers; Georgia Preschool Association Workshop; Using cameras;
October, 1972:	Orientation Day for Substitutes; October Musical Activities; Child Guidance in the Classroom;
November, 1972:	Use of DUSO Kit; Indian and Thanksgiving Songs; Open House at 4-C; Philosophy of State Early Childhood Programs; NAEYC Conference in Atlanta; "Quality Child Care"; Literature Class; Vision Screening Workshop;
December, 1972:	Christmas Float; Movement Exploration; Sharing Christmas Ideas; Holiday Musical Activities; Music Workshop;
January, 1973 :	Transportation Musical Activities; Music and Drama Class; Book Fair; Cooking Workshop;
February, 1973:	Volunteer Training; Science; Musical Instruments; Musical Games;
March, 1973:	Speech Defects; "Bag of Tricks"; Music in Classroom;
April, 1973:	First Grade Round-Up; Puppet Show; Hearing Screening; Basic First Aid;
May, 1973:	Teachers of 5 & 6 Year Olds; Circus Songs and Rhythms; Musical Instruments; Child Care Programs; Listening to Parents; Parent Involvement;
June, 1973:	Cardio-Pulmonary Resuscitation; Visiting Hallinan Camp.

The Clarke County 4-C Early Childhood Resource Center was also maintained by this component. The materials in this center were utilized regularly by approximately 22 to 30 day care programs and approximately 350 persons; an estimated 300 to 500 items circulated weekly.

The 4-C Parent and Community Involvement Component participated in several of the above listed workshops and training sessions. Other accomplishments of this component, which serviced an estimated 65 to 85 people per month, include:

1. Work with staff on the 4-C Operational Plan
2. Work with 4-C Training and Technical Assistance Team to assess day care centers for their Training and Technical Assistance needs.
3. Contact parents and center directors for Open House at 4-C.

4. Set up a 4-C Screening Committee involving parents from all of the centers served.

5. Coordination with Social Service Coordinator to involve twelve day care centers to participate in sponsoring and entering a child care float in the Christmas parade; won third place.

6. Coordination with five agencies to provide transporation services for six children attending Parkview Kindergarten.

7. Coordination with day care centers to develop a newsletter creating better communication among parents, center, and community as assisted by Social Service Coordinator; 500 copies printed monthly.

8. Coordination with Social Service Coordinator to recruit 10 family day care homes for over-income families.

9. Assist Social Service Coordinator in scheduling interviews collecting data necessary for placement of children due to changes in guidelines.

10. Coordination with agencies, organization, civic groups, etc. to develop a clothes closet - recruited volunteers for contribution of clothes and service. (Contributions of clothes valued more than $1,500, 147 new pairs of shoes from one store plus a number of individual contributions.) The clothes closet provided services daily to child care centers and the total community.

11. Coordination with Boy Scout Troop #07 to clean 147 pairs of shoes.

12. Provide services for the 1st tornado victims - clothes, cooking utensils and $25.00 in cash (check). Also to a family who was burned out.

13. Conduct Open House occasionally, especially when there was an overflow of clothes. One Open House was held April 28, 1973 and more than 100 men, women and children were served.

14. Serve on Revenue Sharing Committee.

15. Assist Social Service Coordinator with involving parents to participate in the National Working Mothers March on April 10.

16. Hand deliver approximately 200 notices to day care centers urging parents to go to the polls on May 31 and vote for public transportation.

17. Assist Broadacres parents with selling tickets for a "womanless wedding" - a project to raise funds to purchase air conditioners for their center.

18. Initiate a campaign enlisting center directors and parents to write letters expressing their sentiments regarding the HEW Guidelines. Called a press conference to get feedback from parents on the effect of HEW Guidelines on working mothers. Coordinated with directors and parents to get trip to Washington organized. (A group of 10 parents and concerned citizens traveled to Washington on March 15, 1973, to personally express their opinions regarding the HEW Guidelines to members of Congress).

The 4-C Health Component administered T.B. skin tests to 384 children and 26 adults in a coordinated effort with the North East Health District and Clarke County Health Department. From October, 1972, through April, 1973, 330 children were given physicals, through coordination with the Model Neighborhood Health Center and the Clarke County Health Department. Over 68 children required follow-up and 7 children required referrals for specialized services. Medical and intake work on these children was done by the 4-C nurses. One hundred fifteen children were tested for hearing difficulties in April, 1973. This was coordinated by 4-C with the University Speech and Hearing Clinic. Fourteen children required further evaluation. Visual screening was done on 112 children, following two workshops to teach 34 teachers how to screen children. Twenty-three children needed rescreening, and 2 children were found to have visual problems. From September, 1972, to May, 1973, 184 children were screened for dental problems. Of these, 81 required and completed all necessary follow-up dental care. Immunizations were coordinated through the Clarke County Health Department and the North East Health District. In 1972-1973, 55 children were given DPT shots; 81, diptheria-tetanus shots; 157, polio shots; 46, measles vaccinations; 38, rubella shots; and 25 children were given measles-rubella shots. Workshops in first aid and cardio-pulmonary resuscitation were also given by the 4-C nurses in conjunction with Training and Technical Assistance. Movies and workshops concerning vaccinations and health were also presented to day center children.

The 4-C Social Service Component worked closely with the Parent and Community Involvement Component in order to avoid duplication of effort. In addition to the Parent/Community Involvement Component activities, the Social Service Coordinator spent the early part of FY-72-73 working as a team member with the other 4-C coordinators to develop the 4-C Operational Plan. After the Operational Plan was developed, immediate attention was given to IV-A established priorities which had also been identified in the plan. These were: to organize center Policy Boards and Policy Advisory Committees; and to develop a referral and placement system for families in need of child care. Realizing that both these activities required extensive parent and community involvement, the two coordinators formed a team in order to deal with the task more effectively.

The first activity undertaken by this team was the re-organization of the 4-C Screening Committee in order to make it more inclusive of parent representatives. Next, a system for screening, referral, and placement was developed along with a comprehensive filing system which categorized applications by age groups, income levels, and proximity to child care center. In order to familiarize the committee with the new system for placement prior to initiating screenings, several meetings were held. Approximately 75 to 100 children were placed by this committee before its activities were curtailed.

As a means of initiating communications between center staff and parents and developing the beginnings of a trusting relationship, a luncheon and "Soul Food Supper" for parents and teachers was planned by the Social Services and Parent/Community Involvement Coordinators with the participation of parent representatives and Child Care Center Directors. Approximately 35 to 40 center staff members and parents were in attendance at the luncheon and about 100 parents, their children and center staff attended the "Soul Food Supper."

The crisis brought on by the "ceiling" on Title IV-A spending called for the removal of ineligible children from programs. While the directors had struggled for more power in decisions to place children, IV-A Representatives and the Human Resources Department mandated that the 4-C Screening Committee be re-organized to include center directors and parent representatives. At this time approximately 75 children were found ineligible for services according to new income guidelines and were screened out of the program. Many hours were spent in conferences with these parents in the 4-C office and at their homes. The Parent/Community Involvement Coordinator was very instrumental in arranging appointments and assisting in home visits.

In order to provide alternative forms of care for those families who were being screened out of the child care program, the 4-C Social Services Coordinator assisted the 4-C Parent/Community Involvement Coordinator in efforts to create family day care homes for these children. Tentative plans were made with the participation of center directors to secure buildings from the recreation department to house child care centers and to utilize measures such as a sliding fee scale and parent and community volunteers to staff the centers; however, this plan was never realized. Another plan recruited ten parents who were interested in keeping children in their homes. After consultation with the licensing department, the homes were visited and approved. A list of the available homes was sent to each child care center; however, some parents had made other arrangements and many refused to pay for services they had been receiving free. Consequently, these homes were never used.

Title IV-A revisions caused many hard feelings among consumers toward 4-C and tensions were heightened accordingly. The process of re-building the lost confidence of parents proved to be a difficult and not completely successful venture; however, by conceiving and sponsoring projects like constructing and entering a float in the Athens Christmas Parade, the Parent/Community Involvement Coordinator and the Social Services Coordinator worked at effecting a rapprochement.

The 4-C Social Services Coordinator was particularly involved in efforts to coordinate local and national interests in an attempt to best capitalize on the new IV-A Guidelines. Among these activities, the Social Services Coordinator attended a hearing in Atlanta for the purpose of constructing a new resolution, urged parent involvement in a letter writing campaign, and traveled to Washington, D.C. with a group of ten parents to participate in conferences with Congressmen regarding these issues. Locally, a National Working Mother's Day March was staged and participated in by over 100 parents and their children. Radio programming was utilized as a means of public information dissemination.

In November, 1972 the transportation component provided transportation for two day care centers, as well as transportation for one kindergarten by coordinating with five agencies. In January, 1973, transportation was used by another day care center to pick up equipment in Atlanta. In February transportation was provided for one day care center for two weeks. Also, another center's children were transported for immunizations. In April transportation was provided for four day care centers or preschools. In addition to these tasks, the transportation component provided transportation for field trips, transported equipment and taxied children before and after school from day care centers.

The FY-2 accomplishments of the Athens-Clarke County 4-C did not reach the level one would expect given the strong performance record for FY-1. However, in consideration of the furor created by the Title IV-A Guideline revisions, FY-2 is a demonstration of the Athens-Clarke County 4-C's capacity to perform under stress.

The toll of Title IV-A reductions was felt by the Clarke County 4-C in FY-3 in the loss of the Transportation Component and reductions in manhours and/or staffing in the Administrative Component, the Health Component, the Parent and Community Involvement Component and the Social Services Component. Despite these hardships, Athens-Clarke County 4-C continued to pursue the goals of the Operational Plan developed during FY-2. Specific objectives for FY-3 became:

1. To continue existing programs.
2. To explore every avenue of possible funding.
3. To evaluate the impact of 4-C programs in the community.

The Administrative Component provided support fo
essentially involved in goals two and three for FY-3.
endeavors of the Administrative Component with respe
is provided below.

With respect to goal one, the Training and Techni
concentrated on helping the community become acquainte
childhood programs available in the Athens-Clarke Coun
news releases, and other media forms were utilized to
such information. In terms of continuing information
esoteric level, classroom demonstrations and small tra
conducted for kindergarten teachers and early childho
University of Georgia. The 4-C Early Childhood Resou
a valuable aid in these sessions which also includes
and technical assistance provided to individuals. Si
also conducted beyond the limits of Clarke County at
tions in Cartersville and LaGrange, Georgia.

A major success of the 4-C Training and Technica
was the Early Childhood Resource Center which, throug
National 4-C Newsletter and the coordinator's article
oriented publications, received inquiries and visito
country. Interest became so strong that a folder co
mation for the establishment of a system similar to
developed for the purpose of responding to such inqu
abate for the center locally: circulation of materi

and 544 items per month during summer and holiday periods to 2,014 units borrowed monthly. During FY-3 the number of teachers using the center tripled over that of FY-1. It is estimated nearly three hundred teachers used the center over the year.

The Training and Technical Assistance Coordinator also assisted teachers and directors in seeking employment and was often called upon by centers to make recommendations for persons being considered for positions. In addition, the closeness of the Coordinator to day care programs was recognized when this staff member's services were sought by centers in the capacity of confidential consultant.

In keeping with recommendations of the Georgia Department of Human Resources concerning the high priority status of early screening and detection of special needs, the Health and Training and Technical Assistance Components combined forces to provide the Denver Screening Test and the Boehm Concept Development Test to day care center children. Services provided included screening, individual interpretations of each child's performance with his/her teacher, and recommendations regarding appropriate educational needs of a given child and referrals when appropriate. Additionally, a joint venture ensued with East Athens Child Development Center for the preparation of a pamphlet which explained activities gauged to elicit understanding of word concepts. The adventures in screening demonstrated a need for more materials which would promote a better understanding of general child development indices between teacher and child as well as parent and child. Special filmstrip kits were added to the Early Childhood Resource Center to this end.

For the 4-C Health Component, the dental program continued to be a priority in FY-3 in spite of funding reductions that depleted the dental budget. In order to continue this program, Revenue Sharing monies were requested and secured; however, the terms of the $10,000 allocation provided for dental services to all preschool program children, including public and private child care centers as well as kindergarten programs desiring the service. Early in the program an attempt to assess the need resulted in the discovery that, on the basis of the six centers sampled, 72 per cent of the children between three and six years of age had never visited a dentist. Due to the Health Component's efforts in this regard, 526 children were screened, with 410 completing all follow-up procedures and 44 children referred to specialists.

The Athens-Clarke County 4-C was acknowledged by the Georgia Society for the Prevention of Blindness in recognition of its vigorous vision screening program. The Health Component directly and indirectly participated in the screening of several hundred children through the conductance of vision screening programs in centers and through the training of para-professionals in screening techniques, as well as urging other agencies (e.g., Clarke County Health Department) to assume more responsibility in this area. Through efforts largely creditable to the 4-C Health Component, the Clarke County Health Department now includes vision screening as a part of its physical examination.

Speech and Hearing screening was coordinated through the University of Georgia Speech and Hearing Clinic and the Clarke County Health Department. The 4-C Health Component also continued to coordinate physical examinations. In addition, other regular activities of this unit included the coordination and maintenance of immunizations and instruction in basic first aid training for day care center staff.

The 4-C Parent and Community Involvement Component continued primary functioning as the public relations unit of the Clarke County 4-C. Several meetings, workshops, and planned activities were staged by this component in an effort to facilitate open channels of communication between members of the Athens-Clarke County Community and 4-C as well as other agencies. Although difficult to document in data form, this unit received the most visibility of any of the Clarke County 4-C components. Through more traditional means such as the quarterly published newsletter which this component edited, to ad hoc letter writing campaigns, the Parent-Community Involvement Component circulated among the community. Whether it was knowledge regarding a particular situation or material goods, the 4-C Parent and Community Involvement Coordinator was constantly involved with coordinating between the "have's" and the "have not's". Perusal of the activities list for this component evidenced that it was known and called upon frequently throughout the community by private homes, parent organizations, public and private day care facilities, and churches.

The Parent-Community Involvement Component also participated in the organization of a County-Wide Coordinating Council for Parent and Community Involvement (CPCI), an organization dedicated to the development of a closer working relationship between parents and community agencies in order to improve the quality of services. The first project of this organization was to attempt to preserve the 4-C concept of coordination for quality child care. To that end, resolutions were written and approximately 500 signatures were obtained in support. An organized move to reinstate Model Cities funds to Athens-Clarke County in conjunction with a national effort made by other cities was also effected through the soliciting of 230 signatures in support and the encouragement of a letter writing campaign to congressmen.

The 4-C Social Service Component was responsible for a range of activities including (1) the supervision of two social work students, (2) contribution to "The 4-C Feasibility Study for Child Abuse Grant" and the actual grant proposal, (3) coordination among the other components, and (4) performance in the capacity of social worker. During FY-3 the Data Bank underwent substantial revision at the hand of the Social Service Component. This resource was compiled on the basis of the 1970 census combined with information from other agencies for the purpose of centralizing and thereby coordinating needs with resources. Information contained in the system was reevaluated, new sources were added, and the model was streamlined into a more efficient operation.

Social Services conducted workshops designed to facilitate better staff-parent relations (e.g., "How We Perceive Parents: Friends or Foes") and individually counseled parents who sought advice regarding parent-child interaction problems. Other primary responsibilities included assisting with referrals to appropriate day care, developing a workshop evaluation instrument, and writing a series of articles on "Quality Child Care." In a secondary capacity, Social Services operated in conjunction with the above discussed components in developmental screening, a number of workshops, the Christmas Float project and the Parent and Community Involvement Coordinating Council.

The 4-C Administrative Component was principally occupied with procurement of funding to insure operations beyond July, 1974, and assessment of the impact of 4-C operations on the Athens-Clarke County Community. In the case of the former, a feasibility study was undertaken to evaluate the possibility of acquiring an HEW Child Abuse/Neglect Grant and a proposal was submitted. The County Commissioners of Athens-Clarke were solicited for a $60,000 commitment and several contingencies were developed in an effort to insure partial survival of 4-C at lower fund requirements. The Georgia State Department (Special Education Projects) was enlisted to bear some of the financial burden of maintaining the Resource Center and appeals were made to the community for the need of volunteer aid in the event that no funding became available.

Another primary responsibilty of the Administration Component was the evaluation of the impact of the total 4-C operation on the community. A general survey was developed and distributed to 1600 parents, day care center staff and agencies. Four hundred (25 per cent) of the questionnaires were reutrned. Survey statistics were being compiled at the time this report was written; however, strong support for the efficacy of Clarke County 4-C's efforts was evident.

Status at Termination of OCD Funding: Despite vigorous efforts to obtain a new source of funding, the Athens-Clarke County 4-C was not able to secure continued fiscal support for its entire operation. Though no official word was provided regarding the Child Abuse/Neglect Grant, hopes dimmed. Even the seemingly firm commitment of the Special Education Projects Division of the Georgia State Department with respect to support of the Early Childhood Resource Center had not materialized. Final contact with the Athens-Clarke County 4-C Director revealed, however, that a $15,000 grant had been received late in June, 1974 from the County Commissioners to continue this 4-C on a limited basis. The 4-C offices were to be moved to a school facility in order to reduce costs and the 4-C Director and Secretary/Receptionist would (1) oversee continued efforts toward obtaining further funding, and (2) coordinate the work of volunteers to maintain as many of the Clarke County 4-C components as possible. Although it is difficult to ascertain whether such monies will be sufficient to render the search for continuation funds successful, this is certainly a final indication of dedication to the ideals of 4-C in Clarke County. If the search for continued fiscal support is still unsuccessful, it is planned that this 4-C will revert to the status of volunteer organization.

In evaluating the likelihood of Clarke County 4-C operation on an all volunteer basis, consideration must be given to the fact that, while only 12 of the 25 members of the 4-C Policy Board attended one of the four meetings held during FY-3 (September, October, January, and May), 72 persons attended a meeting of the County-Wide Coordinating Council for Parent and Community Involvement on another evening that same January. Interest and investment in the 4-C concept is extremely strong and well supported by the Athens-Clarke Community as witnessed in the many efforts on the parts of citizens to make themselves heard in practically every form, from the cadence of the National Mothers' Day March to the issuance of proclamations in support of 4-C.

Although it is the task of the following section to deal with specific core evaluational issues, it would be amiss not to note the sincere and unyielding vision of quality care child care that motivated the Athens-Clarke 4-C staff throughout the three year period. "Four-C is dying," commented an individual at the January, 1974, Policy Board meeting, "but it's done good work in the past." It may be that 4-C is dying, in the sense of an organization that formed in a void because no current agency possessed adequate awareness to perform the function needed. Employing the Toffler concept of _ad hocracy_ as applied by Weatherup, the Athens-Clarke County 4-C may "die" only because it has, by its very existence, enlivened existing agencies and become no longer necessary. In either case, the "good work" in child care seeded by this 4-C will live on in Athens-Clarke County for some time.

B. Edinburg-Hidalgo County 4-C

Four-C Model reviewed: At the time of OCD grant award, the Hidalgo County 4-C was ready to become operationalized as an independent non-profit corporation aimed to systematically plan and coordinate children's services for the entire County. It was expected that this agency would initially focus on preschool programs but would later become an advocate for all children and youth as well as a checkpoint for the distribution of federal funds for further programs. During FY-1 the 4-C staff was to receive technical assistance and other support from ACCEDC (OEO), CDA (Model Cities), and DPW personnel; however, once operational, 4-C was expected to function as a completely independent agency, drawing upon total community resources as needed. Like the Forsyth County 4-C, the aim of this 4-C was solely centered on the planning and coordination of services; unlike the Forsyth County 4-C, however, this operation was to be strictly that of independent agency without specific local governmental auspices.

Staffing/Organizational structure: During FY-1 Hidalgo County 4-C staffing consisted of Director, Public Information Officer, and Secretary. A part-time EPPC On-Site Research Assistant was added to the staff in June, 1972 to aid in data collection for this evaluation. Initial organization included administration of funds, technical assistance, office space, and other logistical support from the ACCEDC and monitoring and technical assistance from the CDA and DPW; however, the 4-C staff operated very independently as they executed the necessary tasks to obtain full recognition. Forty-two persons from a variety of agencies comprised the initial steering committee and various subcommittees (by-laws, articles of incorporation, membership, application). The entire first year was structured and staffed under this basic organizational plan. In addition, every agency related to children's services was contacted and a variety of public media presentations were made.

Several staffing changes occurred during FY-2. The Director and On-Site Research Assistant resigned effective August 1, 1972 to take positions with the ACCEDC Child Development programs. The previous 4-C Public Information Officer was selected by the Board as 4-C Director. This new Director then hired a new Assistant Director (effective September 1, 1972) and On-Site Research Assistant (also effective September 1, 1972). The 4-C Secretary moved from the area and also resigned. She was replaced in October, 1972. Thus, the 4-C staffing pattern for FY-2 was: Director, Assistant Director, Secretary, and part-time On-Site Research Assistant. The 4-C offices were moved to a separate location in August, 1972 and full recognition was awarded in September. The forty-two member 4-C Council, its Board of Directors, and Subcommittees (executive, program, membership, finance, by-laws, and nominations) thus became an operational reality during FY-2. At that time 70% of those federal, state, and local monies allocated to preschool and day care in the County were reported as being on the 4-C Council. Ten County Mayors had endorsed 4-C as well as the County Commissioner. Finally, 4-C also had the support of Pan American University and the South West Educational Labs, the area's chief sources for training assistance.

During FY-3 the position of On-Site Research Assistant was eliminated (effective June 30, 1973) in an effort to cut costs, and the Assistant Director assumed those duties. No other staffing changes occurred and FY-3 staff thus included: Director, Assistant Director, and Secretary. Although the basic organizational structure of 4-C remained the same during FY-3, interest and support waned as the program was unable to locate funds for its continuation. During the October, 1973 site visit, 27 persons/agencies were listed as Council members. Only 9 persons attended the Second Annual meeting in November, and the ramaining two meetings held during FY-3 (March 12, 1974; May 21, 1974) were primarily focused on how to terminate the program. After the May 21 meeting 3 persons remained active Council members in order to certify proper closing procedures and the Hidalgo County 4-C Corporation was dissolved in June, 1974.

Funding: During FY-1 the Hidalgo County 4-C operated on $37,428 in funds obtained from three sources: OCD ($20,460 - original grant; $301 - supplemental EPPC On-Site Research Assistant monies), CDA (Model Cities - $5,000), and DPW (Title IV-A - $11,667). During FY-2 the program was budgeted for $32,867; however, criteria changes in DPW Title IV-A regulations (effective October 1, 1972) resulted in the loss of $13,121 in CDA and DPW IV-A monies and any further promises of funds from these sources. The program primarily operated, then, on $28,415 in new monies granted from OCD for FY-2. During FY-3 the Hidalgo County 4-C operated entirely on an additional $26,519 received from OCD which was spent over an eleven-month period. Although $628 had been allotted from CDA as unspent during the operational months of their FY-2 contract with 4-C and a promise of $150 per month had been promised by the ACCEDC, none of these monies were received or spent.

Activities: Despite the rather extensive list of 4-C goals as outlined in the original proposal (see p. 31), the Hidalgo County 4-C set and met three specific goals for FY-1. The first goal was to obtain full recognition as a 4-C Council. Efforts toward meeting the federal requirements for this goal required almost complete staff attention for the entire year: Initial recognition was awarded in January, 1972, full recognition was tentatively approved in July, 1972, and final full recognition was given in September, 1972. The second FY-1 goal was to sponsor a comprehensive study of the preschool needs and resources of the County. This survey was subcontracted to the Lower Rio Grande Valley Development Council (LRGVDC) and completed in May, 1972. In addition, the 4-C staff performed a survey of all privately licensed day care programs in the County and a survey of all church related preschool programs for children in the County. The final goal for FY-1 was to begin the coordination and expansion of programs as indicated by Council recommendations largely founded on survey data. In the spring and summer of 1972 the 4-C staff pursued four such projects: (1) the initiation of licensed boarding homes in the County, aiming to alleviate the need for infant day care; (2) the submission of a grant in connection with this evaluation team to develop an infant tracking system, focusing on the actual improvement of service coordination; (3) the development and submission of a grant to the Moody Foundation for the addition of a 600 slot child development system, hoping to alleviate the need for regular day care and expand the ACCEDC program; and (4) the performance of an evaluation of their 18 child development centers at the request of ACCEDC, aiding and upgrading the quality of these programs. Of these initiated activities only the Moody Foundation proposal and the ACCEDC evaluation were approved and completed. The Moody Foundation awarded $25,000 toward the child development program upon the condition that 4-C locate further funds to complete the project. The ACCEDC Child Development Program evaluation was performed under the supervision and coordination of 4-C during the Summer of 1972 and resulted in the addition of a greater English emphasis in the program as a whole. The Infant Tracking Proposal was not funded. The Moody Grant and ACCEDC Child Development Program evaluation activities took precedence over developing the family day homes concept.

Staffing changes at the beginning of FY-2 (August-October, 1972), subsequent staff training activities (including participation in a seminar in Human Services Planning, September-October, 1972), changes in DPW Title IV-A funding criteria and the resulting loss of $13,121 in funds (November, 1972), and early requirement for the FY-3 OCD continuation grant proposal (due November, 1972, belatedly changed to March, 1973) curtailed the development of a comprehensive work plan for this year. The final OCD renewal grant (November, 1972), however, does provide a detailed description of the long-term objectives that Hidalgo County 4-C set for itself for the remaining period of OCD funding (through June, 1974):

1. Within one year, development of a comprehensive child care plan for Hidalgo County, setting the 4-C's major goals.
2. Within one year, 75% of all agencies, organizations, and groups dealing with child care will be members of the 4-C Council.
3. Within three years, preschool readiness of children will be increased to state and national standards.
4. Within three years, increase the educational performance of students in the County to a level comparable to the rest of the State.
5. Within five years, member agencies of the 4-C Program will provide adequate after-school care and summer day care for children who are without adequate adult supervision.
6. Within five years, reduce the incidence of untreated health conditions among children by 75%.
7. Within five years reduce the incidence of malnutrition among preschool children by 75%.

The short and long term goals to attain these objectives are listed below:

1. Securing additional funding where necessary to reach major goals to expand day care services.
2. Mobilize the resources of the community to provide expanded quality child care and insure efficient and effective use of such responses.

3. Develop the most efficient, effective and economical methods for coordinating both existing and new child care programs.

4. Insure an effective voice in policy and program direction for parents of children enrolled.

5. Joint coordination of program activities.

6. Joint coordination of parent and citizen involvement.

7. Joint coordination of volunteer activities.

8. Joint coordination of training programs.

9. Provide continuity of services between agencies for families as situations change in order to prevent termination or disruption of those services to families.

10. Better use of human resources, i.e., specialists.

11. Coordination and joint provision of medical, health, mental, dental, and nutritional programs.

12. Improved transportation through pooled resources.

13. Joint staff development programs.

14. Reduction of administrative overhead by bringing all administrative functions under one unit.

15. Become a Child Advocate.

Strategies to help accomplish the goals and objectives were also devised. These are listed below:

1. Joint activities on an ad hoc basis for children and parents (i.e., field trips, special events, parent forums, etc.).

2. Arranging for one agency to supply a specific service to other agencies. (i.e., a Head Start Center providing group educational activities for preschool children in family day care homes).

3. Development of referral systems which will facilitate the transfer of a child from one program to another (i.e., when the family moves into a different neighborhood, when a parent finishes a work training program and enters employment, or when it is determined that another program can better meet the child's needs).

4. Subcontracting by one agency to another to provide a total program for those children who cannot effectively participate in the contracting agency's program. (for example, using a program with special facilities for a handicapped child).

5. Loan of staff, supplies, and equipment for special projects on events on a case-by-case basis.

6. Initiation of case reference committees to discuss the adjustment of children whose families are served by more than one agency.

7. Establishing central depositories to lend equipment, books, etc., to all facilities to help special projects training of staff, parent education, and other similar activities.

8. Establishing common procedures for evaluation and reporting, so that data for the entire community can be easily compared.

9. Providing an opportunity for new or smaller agencies to assign their staff to work temporarily in an established or larger agency for training purposes.

10. Establishing personnel referral systems which will permit staff from one program to be considered for more responsible positions in another agency's program.

11. Arrangements for joint staff training programs and for personnel to observe one another's programs.

12. Establishment of a two-way flow of information concerning CDC children between CDC personnel and public schools personnel to avoid duplication of services:

    a. Medical, dental and personal records should be transferred to public schools.

    b. There is a need to establish a more knowledgeable attitude between CDC personnel and public schools personnel.

13. Establishment of formal machinery whereby public schools personnel will be informed regarding CDC children's performance, skills, and attitudes.

14. Establishment of formal machinery whereby CDC personnel will receive follow-up information concerning children from their centers.

15. Establishment of a joint visitation for CDC personnel to visit public schools classrooms.

16. Establishment of a joint visitation for school personnel to visit the centers.

Since meeting such goals as those identified above depended almost entirely on maintaining strong Council support and obtaining the necessary funds for the comprehensive child care program, the initial activities undertaken by the 4-C staff after November, 1972 centered around Board reorganization and obtaining matching funds for the $25,000 Moody Foundation grant.

Council reorganization was accomplished by the end of November, 1972, and the Board at that time was composed of 27 members: 9 providers, 9 supporters, and 9 consumers. In spite of these reorganization efforts, however, meetings became less well attended as efforts to obtain funds were delayed and failed. Members felt that nothing had been accomplished the first year in that obtaining full recognition had assumed the majority of Council and staff efforts and still had not resulted in new programs or the actual coordination of programs. By Spring, 1973 only five Board members responded to a questionnaire regarding appropriate next steps for 4-C.

The Hidalgo County 4-C staff worte and submitted seven grants during the Winter and Spring of FY-2 in an effort to match the Moody Foundation award. The following potential sources of funds were contacted: The Brown Foundation, The Clayton Fund, the Houston Endowment, the Zales Foundation, the Perot Foundation, the Richardson Foundation, and the Ford Foundation. None of these sources provided funds for the project but all suggested that the grants be resubmitted for consideration during the following year. The possibility of obtaining Revenue Sharing monies was also pursued; however, it was found that most of these funds were to be used to build a new County jail and very little would be going to social services of any kind.

Because efforts to achieve the basic, interrelated goals of maintaining strong Council support and obtaining funds for child care services were frustrated, the 4-C staff was unable to move toward achieving the major goals outlined in its continuation grant. However, the staff did pursue several other activities during FY-2 which were in keeping with both the original intents of the program

and of 4-C in general. These activities included:
cooperative agreements between the County's 14 Inde
(ISDs) and the ACCEDC Child Development Program whi
to begin providing more services to five-year olds,
child development centers for more three and four-y
ating research statistics regarding the drop-out pr
pursuing funds for further research and alleviation
a luncheon-conference (attendance 48) in the Summer
and teacher training needs, furthering the ISD-ACCE
and (4) participating in the initiation of an Assoc
Agencies (began February, 1973), aimed to better fa
in the County's social service programs with the ge
system. The 4-C Assistant Director served as Assoc
first year of operation.

During FY-3 final efforts were made to develop
4-C operations. A $15,000 grant proposal was submi
a series of conferences regarding the educational p
(from preschool needs to drop-out problems) and th
through interagency efforts, but no monies were al
(Summer, 1973). The seven foundation grants were
funds were made available (December, 1973). Consi
gathering for several other grants was begun durin
areas of focus as drop-out research and programs,
television and children research, and child develo
were included. Unfortunately the necessary local

these efforts were not completed. Finally, in April, 1974, the 4-C staff aided MH-MR in writing a grant to extend its Family Impact Project. Although this grant would not provide for 4-C support, if funded it would provide $192,000 for direct services for an additional 120 families with a retarded child and liaison services to 120 families utilizing (institutionalization/deinstitutionalization) the State Training School for the Retarded.

In addition to those activities relevant to funding which were described above, the 4-C staff continued and/or completed several other projects during FY-3. These projects included: (1) Publication of a 4-C Newsletter (May, June, 1973); (2) Completion of a self evaluation for the FRC (June, 1973); (3) Follow-up work on the coordination agreements between the Independent School Districts and the ACCEDC Child Development Program which resulted in the increase of services to 250 children plus provision for the exchange of records, teacher visitation, and follow-up of the progress of child development program students in the public schools (September, 1973); (4) Work with the Advisory Committee of the Mexican-American Council for Economic Progress which developed and submitted three grants in the area of remedial education/business training for drop-outs (February, 1974); and (5) Continued cooperation with the Association of Social Service Agencies. On a private level 4-C staff members continued to work toward the development and expansion of children's services. These efforts included participation in Delta Area Community Affairs (the 4-C Assistant Director served as City Alderman working to get a day care center and clinic in this area), traffic safety affairs (the 4-C Director initiated studies and aided in generating monies for a traffic safety program for the County), the development of a United Fund Organization in Edinburg (the 4-C Director worked with a group of local professionals to initiate this organization; once established it will obtain money to be used as a local match for the attraction of further social service funding) and the pursuit of funds to build a new Boys Club (the 4-C Director served on project committee as a member of the local Jaycees Club).

As it became increasingly doubtful that the Hidalgo County 4-C would be able to locate the funds necessary for its continuation or develop activities which maintained the interest of members, the number of active Council members declined markedly. Although 27 members were still listed as active at the beginning of FY-3 (July, 1973) only 12 persons attended the September meeting, and the September Research Assistant Monthly Evaluation report stated:

> "It is the opinion of the Research Assistant that board participation is lacking simply because people don't want to get involved because of the inconvenience of time and travel involved in the process. Personal activities and responsibilities also take priority. Some board members have dropped out simply because they feel 4-C's role in the scope or child development services is insignificant since 4-C has no legislative authority to oversee coordination and cooperation. It is the feeling of the Research Assistant that some board members view 4-C as a pauper Agency. The Consumer group on the 4-C Board of Directors certainly has all the opportunity to voice opinion in child care matters. The truth of the matter lies in the fact that parent interest is either lacking or waning due to 'familiarity' and routinization of things. (Familiarity breeds indifference)". (pp. 3-4).

Only 9 persons attended the much publicized Second Annual 4-C Meeting held on November 6, 1973. And by January, 1974 the Research Assistant Monthly Evaluation report stated: "...the plain fact is that with the withdrawal of state and some federal funding, more agencies and in fact most Board members feel that 4-C is in its dying stages and cooperation is more lip service than real". Only two further meetings were held during FY-3 after the Annual Meeting. Both of these meetings were also poorly attended and the general agenda focused on termination of 4-C activities. OCD funds were spent as of May 31, 1974. The months of May and June were spent assuring proper termination procedures (final audit, placement of equipment and records, writing of final report, dissolving the 4-C corporation).

Status at termination of OCD funding: By the time OCD monies were spent, the Hidalgo County 4-C had not been able to locate the necessary funds for continuation and the corporation was dissolved. No provision for further 4-C activities in Hidalgo County is expected in the near future.

It is difficult to pinpoint all those variables which contributed to the termination of the Hidalgo County 4-C; however, discussion with the 4-C staff during the May, 1974 site visit and perusal of their draft Final Report to OCD suggests the following general picture. Four-C in Hidalgo County was initiated under the joint sponsorship of the ACCEDC (OEO), CDA (Model Cities), and the Department of Public Welfare (DPW). These agencies, working closely with the 4-C Federal Regional Committee, envisioned 4-C as an independent agency strictly focusing on the development of a coordinative and planning council for children's services. The actual operation of programs was thought to be explicitly excluded as appropriate 4-C activity as defined by the Federal Guidelines and the Federal Regional Committee. During the first year of operation 4-C was housed in the ACCEDC offices and completed the necessary steps to become fully recognized. During this time 4-C became associated with this agency by many in the community, thus partially sacrificing the "neutral agency" image 4-C had hoped to project. In addition, efforts to organize for full recognition detracted from time that could have been spent in more obviously direct service to the community. By FY-2 4-C was an independent private non-profit corporation housed in its own offices. Those participating in the 4-C Council expected that they would be given priority in the receipt of funds because they were cooperating with 4-C and it was also believed that 4-C would eventually become a checkpoint for the selection and distribution of funds for children's services in the county. Staffing changes, changes in IV-A funding procedures and cutbacks in the Model Cities program, plus the inability of 4-C to obtain additional funds, culminated in a weakening of the efficacy of 4-C within the perspective of participating agencies. The State 4-C, struggling with the process of gaining its own recognition, offered little assistance. Contact was equally rare with the Federal Regional Committee after recognition was achieved. Thus, 4-C was never able to become a forceful participant in the mainstream of the child serving agency delivery system of the county. During the first year it was seen as an adjunct to ACCEDC which spent the majority of its time organizing, and during the remaining years it was perceived as impotent and ineffectual in terms of the strong (money obtaining and/or distributing) coordinative and planning body originally envisioned. Agencies were not required to coordinate efforts with 4-C, and once it was seen that funds were not at stake, cooperation was primarily given only in minor matters.

What effect the personal characteristics of the 4-C staff had on this process certainly cannot be determined; however, it must be mentioned that the staff was generally inexperienced in the community agency system. In addition to being given responsibility for forcefully operating a fledgling program, they were also learning for the first time their own skills and deficits in such situations in general. Given this combination of facts, an admirable effort was made.

C. Juneau 4-C

Four-C Model reviewed: By the time OCD monies were received in 1971 to initiate the Family Service Center, the Juneau 4-C had operated for one year on a $137,000 budget from Model Cities and was responsible for both coordinative and service delivery components. The 4-C Policy Board (formerly the Day Care Committee of the Health and Social Services Task Force of the Model Cities Program) contracted to initiate several programs for the approximately 1600 children under 6 in the community. Comprised of representatives from the 3 existing day care programs, one preschool program, parent constituencies, and other interested citizens, the 4-C Policy Board operated independently to hire staff to fulfill the Model Cities commitment, aid in the opening of 3 centers by spring of 1971, and write the proposal for the Family Service Center. Support for 4-C was great at this time, with 170-200 members on its Council. The 4-C second action year (FSC FY-1) was funded for approximately $380,000 in monies from three sources: Model Cities, DPW IV-A, and the Department of Education. The FSC, operating under the auspices of the Juneau 4-C, was to provide more general human service delivery functions to families, thus indirectly serving children and furthering 4-C efforts.

Staffing/Organizational Structure: During FY-1 the Juneau 4-C initial staffing consisted of one fulltime Director and a Bookkeeper-Secretary. Elections were conducted in November of that year for 9 out of the 18 positions on the 4-C Policy Board. Membership of 4-C at that time was 170-200. Volunteer and community support of 4-C activities appeared to be very high. A nurse was hired on a part time basis during the year and a pediatrician was hired for a nominal fee of $200 to conduct medical examinations of 129 children. Social services were provided on a volunteer basis. In September, 1971, a Director for the Family Service was hired, but resigned in December due to conflicts in understood organizational reporting issues. The 4-C Director resigned as well in January,1972. For the next few months both projects encountered administrative difficulties. In May, 1972, a new 4-C Director was hired and in June a Director for the Family Service Center was recruited. The new FSC Director, who stayed with the project throughout its remaining term, hired two Paraprofessional Social Workers and a Secretary shortly after his appointment. Thus, by the end of FY-1 the Juneau 4-C staff consisted of one Director and one Secretary-Bookkeeper. The FSC staff included one Director, two Paraprofessional Social Workers, and a Secretary.

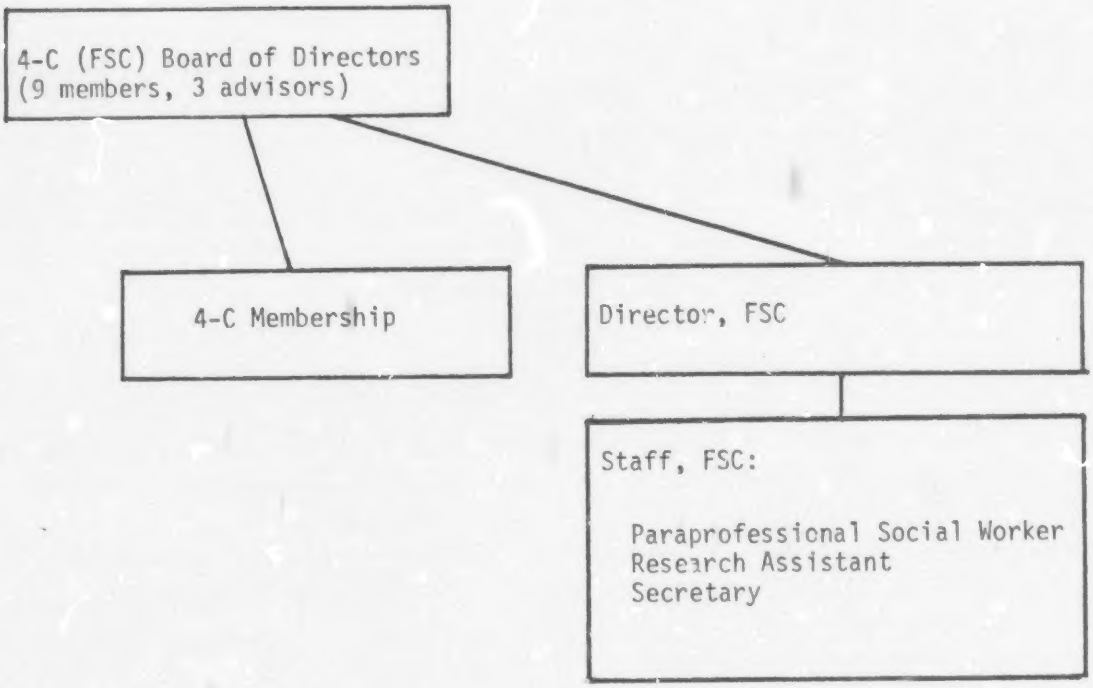
As mentioned above, the first FSC Director terminated in December, 1971 and the original Director of 4-C left in January, 1972 following a dispute over hierarchical lines of authority. The 4-C Director felt that the FSC Director should report directly to him, but the FSC Director felt otherwise, wanting to report directly to the 4-C Policy Board. The dispute ended with both directors leaving and a consultant being hired to study the problem for two months. As a result of this intervention, new contracts with Model Cities were negotiated and a clarification of the situation was presented to the Board members. However, there was no formal administrative leadership of either project for the following six months. In May, 1972, a new 4-C Director was hired who straightened out problems of finances and personnel policies, but then terminated in September of 1972. The latest FSC Director was hired shortly after this. For the remainder of FY-1, and up until March, 1973 when 4-C terminated formal administrative control of its Model Cities contracts, there was a separation between 4-C and FSC. While both agencies reported to the 4-C Policy Board, neither was responsible for the other's activities.

The Juneau 4-C administrative staff experienced continued difficulties with Model Cities during FY-2 in relation to their contract regarding the delivery of child care services. These problems were heightened by the change in IV-A guidelines in November, 1972 and came to a crisis point early in 1973 when Model Cities wrote a devastating report regarding 4-C's administration of the programs. This resulted in the cancellation of the 4-C Model Cities contracts and the dissolution of formal 4-C staffing. Four-C Policy Board Members felt they could better advocate for children's services on a volunteer basis. One FSC staffing change occurred during FY-2. The part-time EPPC On-Site Research Assistant was hired in January of 1973, when monies from OCD became available for that position.

The Juneau 4-C continued to operate entirely on a voluntary basis since March, 1973. In September of FY-3, 9 persons agreed to serve as members of the formal 4-C Policy Board, a board which also maintained responsibility for the operations of the Family Service Center. Furthermore, 3 interested citizens offered to serve in advisory capacities. Leadership structure for these volunteers and revision of the 4-C by-laws were approved at the Third Annual 4-C Meeting in October, 1973 and Policy Board Officers were elected at a later meeting. This formalized 4-C's role again as a working organization advocating for children's services in the Juneau area. FSC staff underwent some changes during FY-3. One of the Paraprofessional Social Workers and the Secretary resigned. Although the Secretary was replaced, the Paraprofessional Social Worker was not. Rather, the Research Assistant was made full time in order to complete a mental health survey and aid in the search for continuation funds. By the end of FY-3 FSC staff were Director, Paraprofessional Social Worker, Research Assistant, and Secretary.

The final organizational structure for Juneau 4-C and the Family Service Center is diagrammed below:

Juneau 4-C and Family Service Center
Basic Organizational Structure
May, 1974


4-C (FSC) Board of Directors
(9 members, 3 advisors)
4-C Membership
Director, FSC
Staff, FSC:
Paraprofessional Social Worker
Research Assistant
Secretary

Funding: During its first year of funding (mid 1970-mid 1971), the Juneau 4-C received $137,000 from Model Cities. During its second action year (mid 1971-mid 1972; FY-1 for the FSC) this 4-C was funded for $100,000 from Model Cities, $13,770 from the Department of Education, and a matching grant from State DPW IV-A for a total 4-C budget of approximately $380,000. This budget provided day care services, physical exams, immunizations, dental exams twice a year, hearing and visual screening, and social services for 127 MNA children. Under these funds 46 people were employed, 40 of whom were trained by 4-C for their positions. In September of 1972, however, funds ran out and a request for an amendment to the Title IV-A contract failed to receive action, causing 4-C to suspend operations for a week. Giving up on State support, 4-C solicited the Borough of Juneau in order to provide another month's operation, enough time to allow the State to process their request. In October, the State allowed an amendment to their budget and $15,000 more in Model Cities Funds were matched to obtain a $60,000 budget. This permitted the reopening of two centers for the care of 14 children and a before-and-after school program for 22 children.

Juneau 4-C funding for its third action year (FSC FY-2) was projected into an operating budget of $118,000, of which $30,000 was to be used for 4-C central office expenses and $88,000 was to be used to provide day care for 65 MNA children. The City and Borough of Juneau was to provide $43,000 of these monies and Model Cities was to provide the remaining $75,000. However, Model Cities chose not to sign the contracts and forced 4-C to operate on a month-by-month amendment to its second action year (approximately $11,000 per month). As a result 4-C could not make any contracts with the day care centers with whom it had negotiated and renegotiated contracts. The reason Model Cities presented for this move was that they could handle day care funds more easily and efficiently than with 4-C acting as fiscal officer. In response to the Model Cities action, the 4-C Board met and decided to give Model Cities 30 days notice (dated February 13, 1973) that 4-C would no longer act as fiscal agent for the Model Cities day care funds. The 4-C Board felt it could better go about its primary tasks of coordination and search for funds without attending to the day by day requirements, uncertainty, and changes brought about by working with the Model Cities staff. Immediate effects of this counteraction were (1) 4-C began operating without an administrative staff as of March 15, 1973, intending that these duties be picked up by the Director of FSC, and (2) 4-C returned the funds to Model Cities, even though this carried no guarantee that the monies would continue to be used for day care. Because the Director of FSC felt he had too many other duties, 4-C administrative functions were assumed by volunteers as of March 15, 1973. Model Cities used the funds to cut its own budget, resulting in the closing of two day care centers in Juneau.

The OCD grant which funded the Family Service Center was received in the Summer of 1971 in the amount of $64,585. An additional $1,050 was received from OCD later in the year to fund the EPPC On-Site Research Assistant position, making the FSC total budget for FY-1 $65,635. After the initial organizational difficulties described previously were solved and a permanent FSC Director was hired, the staff of the Family Service Center proceeded to coordinate social services in Juneau and develop a multi-service center.

During its second year of funding the FSC operated on surplus monies from FY-1 until mid-year when application was made for a 18-month budget authorizing an additional $79,298 in monies from OCD. This new budget maintained FSC operations through the remainder of the funding period.

During FY-3 no funds continued to be used for the administrative operation of the Juneau 4-C itself. The only funding appropriated through this 4-C for the remainder of the reporting period was the 18-month renewal OCD grant (representing $79,298 in new monies) which maintained the FSC through August, 1974.

Activities: At the time OCD monies were received for the FSC (Summer, 1971), considerable turmoil due to funding instability and changing leadership was being experienced by the Juneau 4-C. These problems, which occurred most of the duration of FY-1, and which focused on the provision of day care and after school services through a Model Cities IV-A contract, resulted in constant negotiating and renegotiating between 4-C, Model Cities, and 4-C sponsored program staff. Although day care and attendant medical and social services were being provided to 127 children by a staff of over 40 and a half dozen volunteers, much of 4-C's administrative staff energies were diverted into what should have been peripheral maintenance tasks.

FSC goals for FY-1 were quite general and centered primarily around (1) coordination of social services in Juneau, and (2) formation of a multi-service center. Coordination of social services in the Juneau area was especially appropriate in the face of the severe housing problem where multiple families share few bathrooms and meager living space. Additionally, the Family Service Center was designed to coordinate with four Model Cities agencies, including the Community Development Program, the Model Cities Housing Personnel, the Employment Development Team, and the Legal Services Group. Unfortunately, FSC staff and 4-C staff difficulties resulted in several delays toward accomplishing these goals. It was not until May, 1972, when the new FSC Director (who remained in this role throughout the reporting period) was hired, that the FSC was formally able to begin.

Due to continuing conflicts with Model Cities during FY-2, as described previously, the administrative staff of the Juneau 4-C ceased to be funded in March of 1973. This resulted in volunteers assuming responsibility for functions which were once full-time paid positions. The majority of Juneau 4-C efforts for the remainder of FY-2 focused on establishing this volunteer organization. Despite the dissolution of the 4-C staff, 4-C volunteer staff monitored the planning and initial construction of the Cedar Park facility, a multi-purpose community center which would eventually incorporate the provision of day care services.

The FSC worked diligently toward fulfilling its objectives during FY-2. The original multi-service center conceived by the 4-C Policy Board was formed with the Family Service Center, 4-C, Employment Guidance Center and the Housing Center. Unfortunately, all of these agencies were disbanded, with the exception of the Family Service Center, early in FY-2. The FSC then contacted additional social service agencies to form a new multi-service center. The new multi-service center housed the FSC, the Model Cities Housing Coordinator, and the Neighborhood Youth

Corps. As well, the Family Service Center was doing some of the work of the Employment Guidance Center. Since one of the Family Service Center's main thrusts had been in the area of housing, several of the primary concerns of social service agencies in Juneau (housing, employment, and child care) were housed conveniently in one building. In addition to the accomplishment of these goals for FY-2, the FSC worked in many other areas: (1) assuring the construction of the Cedar Park Facility, (2) filing with the Alaska Commission on Human Rights discrimination charges against an apartment complex which was allegedly excluding the elderly poor from tenancy, (3) meeting with the Tlingit and Haida Tribes Central Council, which were to take over the activities of the Southeast Alaska Agency, a Division of the BIA. (Since the FSC had many contacts with the BIA, as well as resources for outreach, accounting, and management, the Council was invited to use some of these resources.), (4) screening applicants for the Cook Inlet Native Association Technical School which was to start about that time, (5) concerning itself with the need for consumer and financial consultation for clients and, on an experimental basis, undertaking responsibility for budgeting a family's expenses and assuming control of its finances, (6) developing an information-referral system for the Concerned Mothers for Crippled Children, and (7) preparing a Resource Manual: Where to Turn in Juneau, to aid in the location of services.

During FY-3, the Juneau 4-C continued to operate on a voluntary basis, focusing its efforts on day care advocacy, the coordination and development of youth services, and FSC operational continuity. Main activities during the early part of FY-3 centered around final reorganization: new Policy Board members were identified, the Third Annual Meeting was held, revised by-laws were written and accepted, new Policy Board officers were elected. By October, 1973, 4-C was ready to begin setting more specific operational goals as it worked on a volunteer basis to expand services for children and supervise the activities of the FSC. These goals were listed as (1) monitoring of Cedar Park Facility planning and construction, (2) coordination and planning to aid Cedar Park mothers in preparing to take over the center upon completion of construction, (3) coordination of before and after school home care to replace 4-C Before and After School programs, (4) study and implementation of a sliding fee scale for all day care centers, and (5) other tasks required to improve day care in the Juneau area. A primary focus on youth services was developed later in FY-3, resulting in the promotion of a Youth Services Bureau concept. The Juneau 4-C met with considerable success in terms of the Cedar Park Facility which will be completed in the Summer of 1974, but has met with considerable lack of success in obtaining funding for any of the other projects described above.

The FSC, during FY-3, continued to provide its information, referral, and advocacy services for those Juneau families in need. Continued work in the areas of day care, drug and alcohol abuse, mental health, youth services, and crisis intervention(development of a hotline) was also undertaken. Efforts were made toward updating the Resource Manual. As well, participation in appropriate staff training activities continued. More specifically, the FSC continued toward completion of the work plan described in its 18-month renewal grant, which included (1) accomplish an analysis of agency service delivery, (2) initiate investigation into three community problem areas (alcohol and drug abuse, day care, and psychiatric problems), (3) continue their program of staff training workshops, (4) reassess office office procedures and client flow information, (5) refer at least 750 residents to appropriate agencies, (6) advocate for at least 250 clients, (7) create a report on tabulated information on 100 contacts in order to identify unmet needs, (8) involve 50% of the social service agencies in an inter-agency council, (9) update and improve the Resource Manual, and (10) search for funding for FSC subsequent to the continuation grant. It is of interest to note that the comprehensive drug and alcohol abuse needs assessment and action plan for the City and Borough of Juneau, which Juneau 4-C and FSC helped to develop in cooperation with several other Juneau a into the State Master Plan after a review by the C January, 1974. Also in January the Family Service Drug Abuse Treatment and Rehabilitation Grant fro which provided $25,000 for the Community Services the person hired for that slot was terminated in to fill the vacancy in June when several of the p become available. In March, a workshop was condu thing you always wanted to know about the Mental to ask." The Division of Corrections, which ope oriented program, approached the FSC to assume l offered $4,000 from a Law Enforcement Assistance funding appeared highly doubtful, the FSC decide a project which was destined to collapse. Prima FY-3 was on two objectives (1) completion of a c health needs and resources to be used in multipl search for continued FSC funding. Contacts with regarding refunding were disappointing and, in s available routes of financial support, the FSC w 1974.

Status at Termination of OCD Funding: In t Assistant Monthly Evaluation Report, a copy of Borough of Juneau as developed by the Juneau 4- listed the following priority objectives for th of social service activities in the Juneau area cularly establishment of a hotline, (3) establi the Juneau area, and (4) general operating goal nation and development of youth services, and c staffing pattern. Enthusiastic volunteer support continued to be a strong plus for the Juneau 4-C. Unfortunately the efforts of the FSC staff to locate continued funding were unsuccessful and the Family Service Center was scheduled to close in August, 1974 with the cessation of OCD funding. Accompanying its collapse will be the termination of a wide variety of other services which had been assumed under the FSC service delivery system.

D. San Antonio-Bexar County 4-C

Four-C Model reviewed: At the time OCD monies were received to fund the Mirasol Demonstration Project in Cooperative Child Care (Summer, 1971), the San Antonio-Bexar County 4-C Council had been fully recognized for over a year and had a membership of 100. The only one of the 5 pilot 4-C programs under study to function as a United Way (UW) agency, the Bexar County 4-C Council operated as an independent, non-profit agency with its own Board of Directors and by-laws. A full time Director and Secretary were employed to carry out 4-C functions, which included both planning/coordination and day care program primary contract administration. In 1971 the Bexar County 4-C directed its planning energies primarily toward a rural 4-C planning effort undertaken in connection with the Alamo Area Council of Governments (AACOG). 4-C also served as the administrative link between Department of Public Welfare (DPW) IV-A and UW monies in the operation of day care services for 217 children. In addition to working in the areas of job referral, day care information, and day care staff training, 4-C had also received funds from OCD to initiate and supervise the Mirasol Demonstration Project in Cooperative Child Care.

Staffing/Organizational Structure: The basic organizational structure described above remained in operation during the entire OCD funding period. As the Bexar County 4-C obtained further monies and expanded its services, however, additional staff were hired and minor revisions were made as necessary.

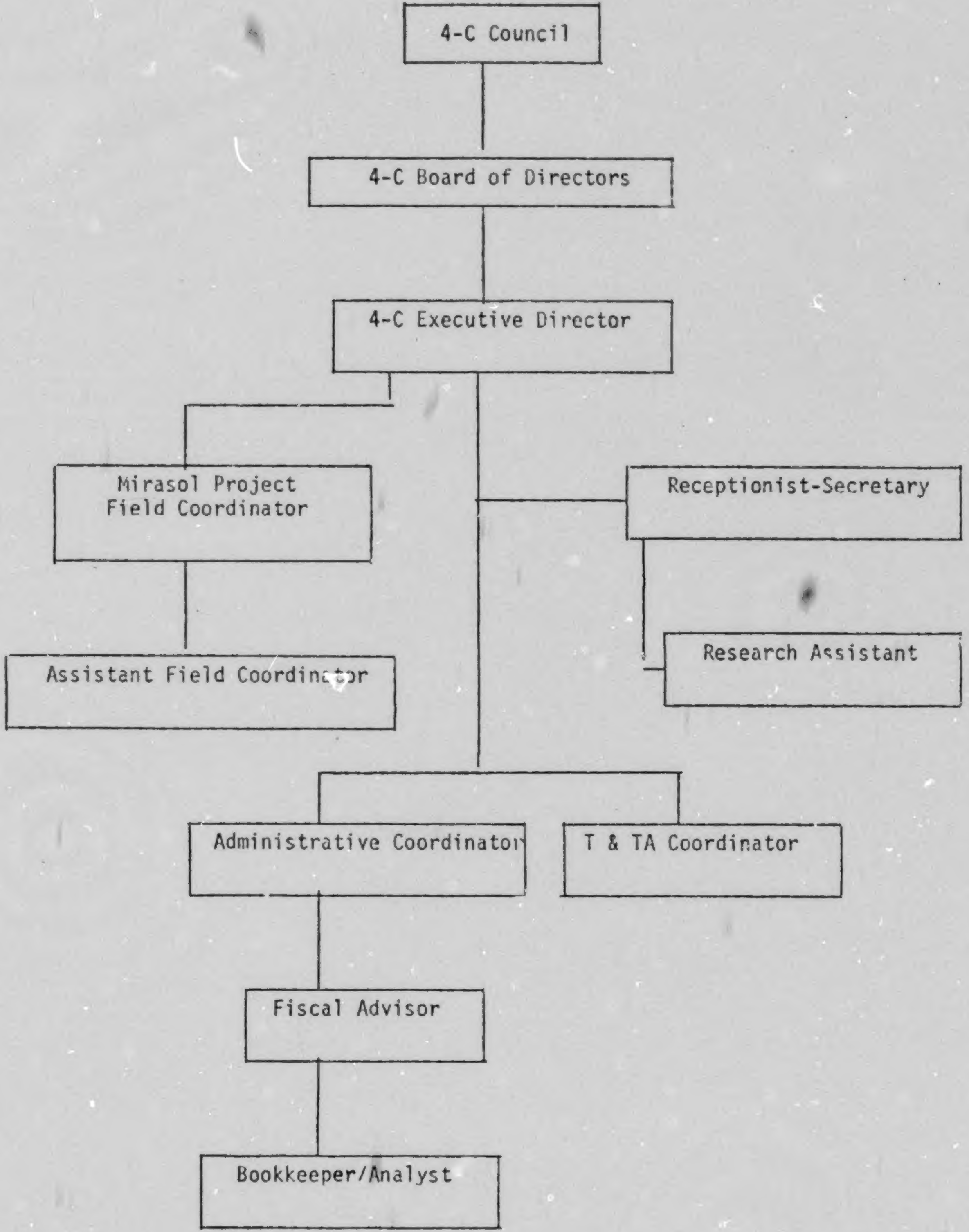
At the beginning of FY-1 (July, 1971), the 4-C Director resigned and a new Director was hired effective October 1. This Director hired an Assistant Director and staff for the Mirasol Demonstration Project (Field Coordinator and Assistant Field Coordinator). The new Director also resigned in December, 1971. The Assistant Director was then selected by the 4-C Board to serve as Director. The 4-C Secretary had also resigned and was replaced in January, 1972. As his first responsibility, the new Director (formerly Assistant Director) undertook the task of Council redevelopment. At the January, 1972 Annual 4-C meeting new officers and Board members were elected, revisions of the by-laws were accepted, and new Council members were added while those no longer wanting to participate were dropped. As of that meeting, the 4-C Council included 112 members: 7 permanent seats (composed of representatives of the community's more powerful agencies), 53 providers, 41 consumers, and 11 supporters. Although the services of a consultant Planner/Proposal Writer were used from December, 1971 through early 1972 to aid in Board redevelopment and IV-A/UW fund specification and expansion, by June, 1972 the 4-C reorganization had stabilized sufficiently to warrant the addition of three new staff positions: Planning Coordinator, Child Care Monitor, and Bookkeeper/Analyst. Thus, by the end of FY-1 (June, 1972) the Bexar County 4-C Council contained 112 members and had a paid staff of 7: 4-C Director, 4-C Planning Coordinator, 4-C Child Care Monitor, 4-C Bookkeeper/Analyst, 4-C Secretary, Mirasol Demonstration Field Coordinator, and Mirasol Demonstration Assistant Field Coordinator.

During FY-2 only the positions of 4-C Director, 4-C Planning Coordinator, Mirasol Demonstration Field Coordinator and Mirasol Demonstration Assistant Field Coordinator were staffed by the same personnel as reported above. The Child Care Monitor resigned effective December 15, 1972 and the Bookkeeper/Analyst resigned as of February 28, 1973. Neither position was filled immediately due to funding uncertainties existent at that time. The 4-C Secretary resigned February 16, 1973 and was replaced immediately. In San Antonio the half time position of EPPC On-Site Research Assistant was supplemented by other funds to provide for a full time staff member who performed both research assistant and secretarial duties. The first Research Assistant was hired July 1, 1972 but resigned November 1, 1972. The second Research Assistant resigned February 28, 1973; however, she was replaced by a third Research Assistant who maintained that position through the remainder of the grant period. At the end of FY-2 (June, 1972) therefore, the Bexar County 4-C employed 6 staff members: 4-C Director, 4-C Planning Coordinator, 4-C Secretary, 4-C Research Assistant/Secretary, Mirasol Demonstration Field Coordinator, and Mirasol Demonstration Assistant Field Coordinator. 4-C Council membership was approximately 131: 7 permanent seats, 63 providers, 46 consumers and 15 supporters.

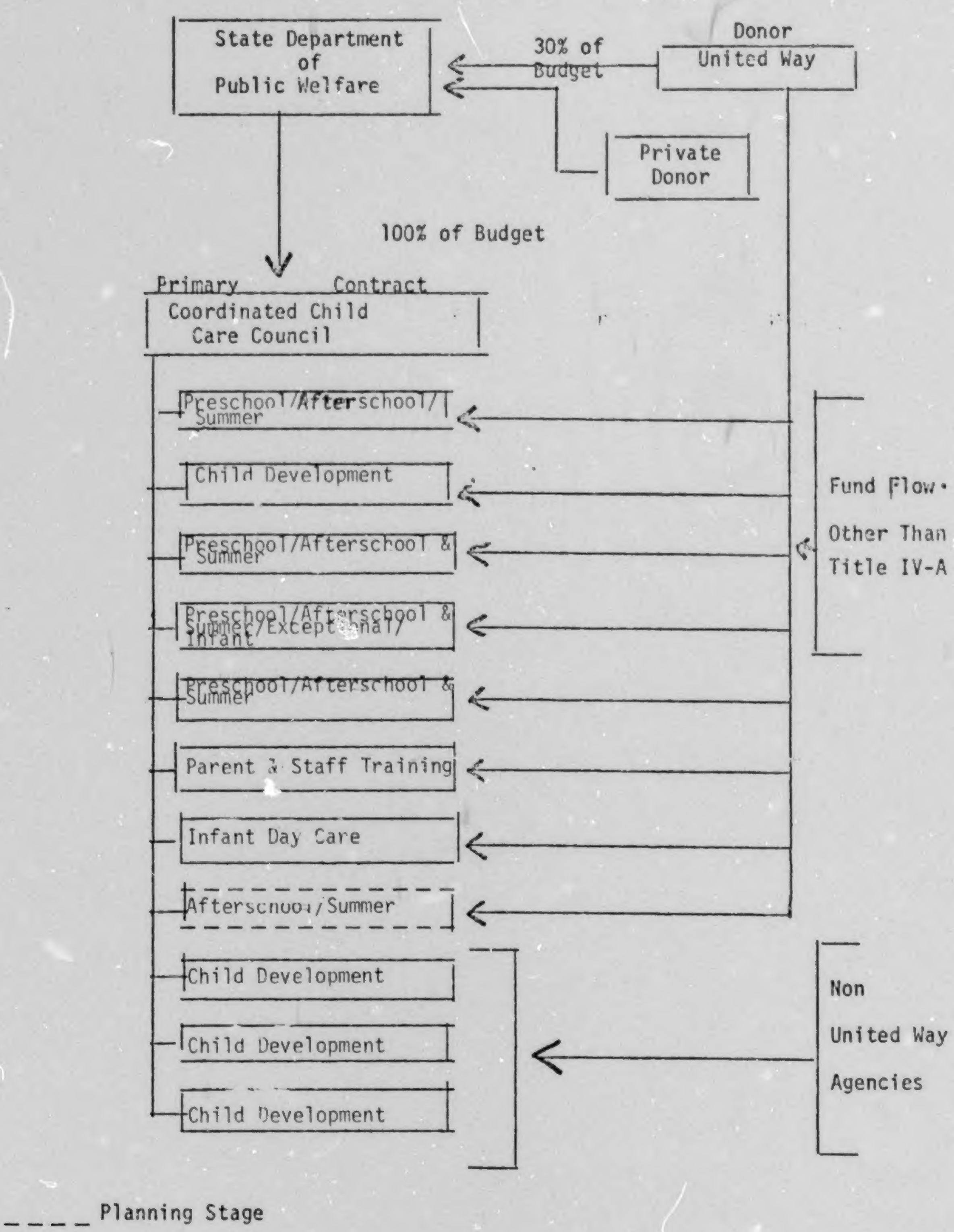
By the time of the first EPPC site visit of FY-2 (October,1973), the Bexar County 4-C had worked through its funding difficulties sufficiently to further expand its staff. 4-C personnel for FY-3 included: 4-C Director, 4-C Training and Technical Assistance Coordinator (formerly, Planning Coordinator), 4-C Administrative Coordinator (effective August 1, 1973), 4-C Fiscal Advisor (same person who had served as Bookkeeper/Analyst until February, 1973 returned to 4-C September 1, 1973), 4-C Bookkeeper/Analyst (began July 1, 1973), 4-C Secretary, 4-C Research Assistant/Secretary, Mirasol Demonstration Field Coordinator, and Mirasol Demonstration Assistant Field Coordinator. Two changes in staffing occurred during FY-3: The Mirasol Demonstration Assistant Field Coordinator resigned her position effective August 17, 1973, but was replaced by September 10; the Administrative Coordinator resigned effective March 31, 1974 and a replacement was still being sought at the close of the reporting period. By the end of FY-3 the Bexar County 4-C had provision for 9 full time staff members to implement its activities. The 4-C Council was comprised of 112 members: 60 providers, 34 consumers and 18 supporters. The Board of Directors included 11 providers, 10 consumers, and 9 supporters. In addition to planning/coordinative activities, the Bexar County 4-C was serving as primary contractor for a variety of Title IV-A funded programs for children located at 10 different centers. The following two charts depict (a) the basic organizational structure of the Bexar County 4-C and its administrative component and (b) the general organizational structure comprising the relationship of the Bexar County 4-C to DPW, UW, Private Donors, and the programs for which it was serving as primary contractor at the end of FY-3.

Bexar County 4-C Council
Basic Organizational Structure

May, 1974


4-C Council
4-C Board of Directors
4-C Executive Director
Mirasol Project Field Coordinator
Receptionist-Secretary
Research Assistant
Assistant Field Coordinator
Administrative Coordinator
T & TA Coordinator
Fiscal Advisor
Bookkeeper/Analyst

COORDINATED CHILD CARE COUNCIL
Overall Organizational Structure
May, 1974


State Department of Public Welfare
30% of Budget
Donor
United Way
Private Donor
100% of Budget
Primary
Contract
Coordinated Child Care Council
Preschool/Afterschool/Summer
Child Development
Preschool/Afterschool & Summer
Preschool/Afterschool & Summer/Exceptional/Infant
Preschool/Afterschool & Summer
Parent & Staff Training
Infant Day Care
Afterschool/Summer
Child Development
Child Development
Child Development
Fund Flow Other Than Title IV-A
Non United Way Agencies
---- Planning Stage

Funding: The Bexar County 4-C encountered funding difficulties during all three years of the study period. It is primarily due to the commitment and expertise of the 4-C Council, 4-C program operators, and 4-C administrative staff that operational continuity was maintained. Unfortunately, it is difficult to itemize this 4-C's budgets during the funding period for a variety of reasons: (1) previous bookkeeping records were incomplete and often inaccurate, (2) changes in DPW IV-A requirements and plans for reimbursement during 1972 lasted through the Spring of 1974 and necessitated the constant revision and resubmission of budgets, (3) the UW funding year upon which 4-C programs operated is different from that of OCD. In order to provide some indication of the Bexar County 4-C funding situation during the reporting period; therefore, the following strategy is taken: using May, 1974 figures, the administrative component of 4-C and its subcontracted programs funded in connection with DPW, UW and Private Donor monies are reported on an annual basis, then OCD monies allotted for the Mirasol Demonstration Project in Cooperative Child Care are reported by OCD funding years.

During 1971 the Bexar County 4-C and its subcontracted programs were funded for $79,122. These monies were received from Model Cities, UW, Private Donors, and DPW and financed day care services to 217 children in 3 locations as well as a planning grant in connection with the development of a rural counties 4-C. Despite changes in DPW IV-A regulations and the resultant participant recertification required, during 1972 the Bexar County 4-C and its subcontracted programs were funded for $539,080. Of this money, $5,749 was received from UW, $3,441 was received from Model Cities, $9,500 was received from Private Donors, $66,271 was received from DPW and the remainder included excess funds from the previous year's operation. These monies supported 4-C planning and coordinative activities (including $38,253 for completion of the rural 4-C planning project), provided services to 465 children in 7 locations, and implemented a Community Guidance testing and evaluation program for 4-C program participants ($8,192). The 4-C budget for 1973 was $628,173. As well as maintaining the Community Guidance Project ($19,660) and 4-C coordinative/planning activities, these monies were used to provide services to 534 children in 9 locations. Sources of funds included UW ($13,528), Model Cities ($7,359), and DPW ($71,727) and previous year's excess monies. In 1974 Model Cities monies were no longer made available to 4-C. United Way did not take this fact or the continuing instability of DPW regulation changes into account when planning its allocations for this year. Consequently, insufficient funds were awarded to 4-C. A series of meetings between UW, DPW, and 4-C Council and staff, however, alleviated this situation. For 1974 the Bexar County 4-C was funded for $992,652: the 4-C Administrative structure was funded for $92,659 ($83,059-IV-A; $12,936-UW), the 4-C/IV-A/UW programs were funded for $672,079 ($591,295-IV-A; $116,657-UW) and the private donor 4-C/IV-A programs were budgeted for $227,924. At the time of the last EPPC site visit (May, 1974) the Bexar County 4-C was providing a variety of services to 645 children in 10 locations as well as maintaining its coordinative/planning functions.

OCD monies awarded for the Mirasol Demonstration Project in Cooperative Child Care for FY-1 (September, 1971-August, 1972) were $21,454. An additional $23,000 was granted by OCD for FY-2, and $21,130 in new OCD monies were received for FY-3. Several sources of continuation funding for the Mirasol Demonstration were being pursued at the end of the reporting period. Unfortunately, changes in licensing requirements which the Demonstration facility could not meet coupled with funding uncertainties led to the decision to allow this project to terminate with the cessation of OCD funding in August, 1974.

Activities: During FY-1 of this evaluation, Bexar County 4-C activities centered around the accomplishment of three main objectives: (1) redeveloping the 4-C Council/reorganizing 4-C administrative procedures, (2) assuring operation of the IV-A/UW day care centers, including fiscal and programmatic monitoring, and (3) developing a model for the initiation and operation of other IV-A programs for AFDC children. By January, 1972 the Bexar County 4-C Council was reconstituted. At the Annual Meeting held January 27, new officers were elected, by-law revisions were approved, and active Council members confirmed. 4-C administrative office procedures, particularly previous bookkeeping/accounting records, were reorganized and systematized throughout the year. Five projects were funded and operationalized by the time the EPPC FY-1 Final Report was written (July, 1972). These projects included a rural 4-C planning project and 4 day care programs. Two day care programs began October 1, 1971 (serving 96 and 100 children), one program began December 1, 1971 (21 slots) and one program began April 1, 1972 (82 slots). A model proposal had been developed by which other IV-A grants could be written and several programs were in various stages of completion. A monitoring system for those programs already operationalized was created and technical assistance was provided each of these programs on both fiscal and programmatic matters. A Publications/Resource Center was begun to provide further information as needed for both planning and programmtic support. Finally, a Planning Proposal was also created which delineated future 4-C goals and processes given the success of these reorganization efforts. It was expected that future 4-C activities would focus on (1) overall planning and coordination and (2) IV-A program development and monitoring.

The initial grant written for the Mirasol Demonstration Project in Cooperative Child Care stated the following project goals for the entire funding period:

1. To organize the AFDC parents of a housing project for the purpose of providing cooperative, part-time child care.

2. To define the need for occasional, part-time care in terms of numbers of families needing such care, length of time for the needed care, differential demands on a weekly or monthly basis, and project these needs where possible to other housing projects.

3. To identify the licensing deficiencies among 30 selected day home operators who are presently unlicensed.

4. To identify available resources for overcoming these licensing deficiencies in conjunction with the Licensing Department of the State Department of Public Welfare.

5. To design a toy lending library for enrichment techniques.

6. To attempt to up-grade these unlicensed homes so that they may become licensed, if possible, through Model Cities Housing component.

7. To include the parents of the project in existing training programs of local Head Start and Homemakers Project (San Antonio Metropolitan Health District).

8. To provide and coordinate the necessary training for all in-home caretakers employed by WIN and CEP to care for children in their own home. At present, no training exists for these caretakers.

During FY-1 the Mirasol Demonstration Field Coordinator and Assistant Field Coordinator accomplished the following: made initial community contacts, located facilities for the Demonstration (move-in date: May 1, 1972), met with housing project mothers to determine Drop-in Day Care (Sitter's Club) hours and rules (May, 1972), taught an 8-week mother's training program (Mother's Club, May-June, 1972), initiated the Toy Lending Library (May, 1972), held an open house (July, 1972), contacted the State DPW and WIN regarding aid in locating unlicensed in-home caretakers, and contacted Head Start and the Homemaker's Project regarding coordination of training and drop-in day care services. Much difficulty was encountered during FY-1 in obtaining an appropriate location for the Demonstration and several options were pursued before it was finally housed in a two bedroom apartment in the housing project. Although promise of a larger apartment was made, this was never realized. During the remainder of the funding period the Mirasol Demonstration operated out of this location. Child care was limited to 4 hours in any one day, and mothers were expected to repay hours regularly. The Demonstration was open 5 days per week, Monday through Friday, 9:00 A.M. to 6:00 P.M. Use of the Drop-In Day Care (Sitter's Club) component of the program was sporadic and minimal during FY-1. By August, 1972, however, 66 children were enrolled, representing 34 families. Newspaper advertisements and announcements on a Spanish-speaking radio station were employed in an attempt to provide better publicity for the Demonstration. The mother's training program (Mother's Club) included lectures, discussions, and films on such topics as the use of toys, developing a positive self-concept, language development, community services, and nutrition. Neither the DPW nor WIN programs were able to supply Demonstration Project staff with information on unlicensed in-home caretakers. The local Head Start was not offering parent training components during FY-1 of the Demonstration. Finally, representatives of the Homemaker's Project felt cooperation with the Demonstration was unfeasible given the structure of their program.

It was expected that Bexar County 4-C activities during FY-2 of this evaluation would focus on an expansion of overall community planning and coordination activities as well as initiation and monitoring of Title IV-A funded programs for AFDC families. The 4-C Planning Coordinator was in contact with all major planning agencies in the County and directing her efforts toward the development of a comprehensive agency survey identifying community needs and resources in the area of children's services. A survey of personnel needs in the County children's service delivery system was also in the initial design stages. The 4-C Child Care Monitor and Bookkeeper/Analyst were providing considerable assistance to all 4-C/IV-A programs on both fiscal and programmatic matters. Finally, all staff members were working on the development of several new 4-C/IV-A programs which were in various stages of initiation. Changes in Title IV-A funding regulations as announced in November, 1972 curtailed 4-C's expansion efforts considerably. The majority of staff time from that point on was directed toward recertification of participants in existing programs and performing other administrative and support duties as required to assure operational continuity. Because the 4-C/IV-A programs had always given priority to AFDC families, comparatively few children were required to leave their programs. 4-C provided relocation assistance as possible in these cases. Planning activities were no longer allowed for funding under IV-A, therefore the 4-C Planning Coordinator position became that of Training and Technical Assistance Coordinator. Several plans were developed to later reinstate planning activities. It was hoped that City Revenue Sharing or United Way monies might be allowed for planning, given that Bexar County 4-C staff felt such endeavors were vital to the development of comprehensive services to children in the County. In line with current DPW Title IV-A Regulations, the final plan of operation for 1973 (dated February, 1973), stated the following as primary 4-C objectives:

Primary Goal I:

To ensure and improve the quality of child care services to AFDC and related families in sub-contracted programs by the development of improved procedures and techniques in the areas of program assessment, training, and technical assistance.

Primary Goal II:

To increase the efficiency and effectiveness of child care services to AFDC and related families by increasing sub-contracting agency capability in the areas of organization, management, and overall program operation.

By the end of FY-2 the Bexar County 4-C had again established its operations. Although staff had been reduced from 6 to 4 members during the period of redirection and one of the 4-C/IV-A programs converted to a fee only basis and left 4-C, a creditable number of accomplishments were made. In addition to maintaining operational continuity for those 4-C/IV-A programs already operationalized, during FY-2 the Bexar County 4-C aided in the initiation of three additional children's programs and one Community Guidance project directed toward evaluating 4-C program participants. By June, 1973 the Bexar

County 4-C served as prime contractor for programs serving 340 children in 6 locations. Surveys had been conducted in connection with the needs and resources for children's services in the River Corridor Area of the city as well as those areas which were under active consideration for the initiation of new 4-C/IV-A programs. Another survey identified day care services and their respective catchment areas by census tract. Continued expansion of the Publications and Resource Center was accomplished, including the development of a cataloging system. In addition to the usual fiscal and programmatic support offered by 4-C to its subcontracted programs, a series of workshops to begin mid 1973 was also in the planning stages. The first of these workshops, "Planning Summer Programs," was given by a 4-C Council member who is also a professor in Child Development at San Antonio College (SAC). (May, 1973; attendance: 43).

During FY-2 the Mirasol Demonstration continued to provide its Drop-in Day Care (Sitter's Club), parent training (Mother's Club), and Toy Lending Library components. Drop-in Day Care use continued to be minimal and varied. Flyers were distributed throughout the neighborhood in an attempt to better acquaint residents with the Demonstration. In January, 1973 use of the Drop-in Day Care center was only 40 hours, with a negligible amount of time repayment received. Through continued staff efforts, Drop-in Center use was 600 hours by August, 1973; however, repayment remained low (monthly average-10 hours). Mother's Club training activities included sessions on first aid, home safety, and the effective use of toys (January through March, 1973; total attendance: 32). A Nutrition Workshop was sponsored in cooperation with the Dairy Council in July, 1973 and 15 mothers attended this session. Finally, a Cancer Prevention session was held in August in cooperation with the local chapter of the American Cancer Society. The Toy Lending Library continued to be used regularly. By the end of FY-2, Demonstration Project staff felt that objectives 1 (Sitter's Club), 2 (Mother's Club), and 3 (Toy Lending Library) were met. When continued efforts to locate unlicensed in-home caretakers and to develop coordination with the Head Start and Homemakers Project parent training components were unsuccessful, the remaining objectives were unwillingly dropped as unfeasible. Contacts with the local Head Start project did prove beneficial, fortunately, and the Demonstration Project staff began coordinating their activities with those of the Mirasol Project Head Start Program. Demonstration Project staff and children went on field trips and participated in a variety of Head Start activities as possible.

By the October 1973 EPPC Site Visit, the Bexar County 4-C administrative staff had expanded to include 7 full-time personnel and had resumed progressing toward its goals in the areas of planning/coordination and IV-A program development, monitoring, fiscal, and programmatic support. Despite the continually changing status of IV-A guidelines, three new 4-C/IV-A programs began during FY-3. Constant fiscal and programmatic support was provided all these programs by the 4-C staff throughout the year. These supports included:

(1) Obtaining use of Department of Agriculture Food Service Assistance Program Services for 4-C/IV-A centers,

(2) Confirming access to San Antonio Metropolitan Health District Title XIX funds for medical and dental screening for eligible 4-C/IV-A participants,

(3) Reorganizing the 4-C Board to include a committee for Budget Planning and Evaluation aimed to continue working with 4-C staff to monitor and upgrade the quality of all the 4-C programs,

(4) Analyzing each program in terms of its utilization; comparing budgeted potential, enrollment and attendance then used in program planning,

(5) Reviewing and updating centers on fiscal accounting procedures and client eligibility criteria, budgeting and rebudgeting as the IV-A funding situation continued to be negotiated,

(6) Maintaining contact with local universities in order to ascertain and employ their technical assistance capabilities as needed,

(7) Cooperating with students from Our Lady of the Lake College to evaluate the child care component of each 4-C/IV-A center,

(8) Cooperating with Trinity University Education of the Deaf program to allow students to observe in the 4-C centers in an attempt to identify speech and hearing problems in the enrollees,

(9) Sponsoring a series of staff training workshops which included such topics as Nutrition (in cooperation with the Dairy Council; October, 1973; Attendance: 41), Parent Involvement (in cooperation with Our Lady of the Lake College; November 1973; attendance: 60), Normal Language Development (in cooperation with the Community Guidance Center; November, 1973, attendance: 40), Creative Arts (in cooperation with the Creative Arts of San Antonio; November, 1973; attendance: 19). Social Services in Day Care (in cooperation with Inman Community Center; December, 1973; attendance: 27), Playgrounds and Out-Door Activities (in cooperation with local DPW; December, 1973; attendance: 10), The Dynamics of Child Abuse (in cooperation with the San Antonio Child Abuse Council; February, 1974; attendance: 65), Use of the Denver Screening Test (in cooperation with the Child Guidance Project; March, 1974; attendance: 45), Curriculum Planning in cooperation with Our Lady of the Lake College; April 1974, attendance: 45), Child Management Techniques (in cooperation with the Child Guidance Project; May 1974; attendance: 55),

(10) Initiating a 3 credit, 1 semester course, Introduction to Early Childhood Education, in cooperation with San Antonio College for 14 4-C center staff members (The 4-C agencies paid tuition and offered release time from work to those staff participating). Planning a sequel course, Early Childhood Curriculum, to begin Fall, 1974. Both courses to be offered on a continuing basis,

(11) Apprising 4-C center staff members of various community training opportunities including (a) Curriculum Planning Workshop offered by the San Antonio

Association for the Education of Young Children (SAAEYC) in January, 1974 which 20 4-C center staff attended at a discounted rate, (b) Observational sessions offered by the SAC Child Development Center demonstrating the teaching of 3, 4, and 5 year olds which 50 4-C staff attended, and (c) A March, 1974 SAAEYC presentation, Learning about Learning, which described what services are available for young children in San Antonio,

(12) Offering tailor-made staff training experiences for members of each 4-C center on an individual basis,

(13) Pursuing the use of local university practicum students and WIN trainees in the 4-C/IV-A centers,

(14) Updating the Publications and Resource Center and providing relevant materials for both workshops and general center operations,

(15) Negotiating the joint purchasing of toys at a discount for the 4-C centers.

Due to changes in IV-A funding criteria, the Community Guidance Project was reorganized for 1974 to provide staff and parent training rather than direct evaluative services to children. In March, 1974 this project was approved to offer 558 hours of center staff training, 134 hours of parent education, and 40 hours of large group workshops. During FY-3 4-C staff members also continued their efforts in the area of services for abused children. Working in cooperation with the Child Abuse Council of San Antonio, a grant was submitted to OCD in the Spring of 1974 which included provision for crisis day care as needed by 4-C centers. Although the grant was not funded, appeals were being made. Four-C staff continued to work in cooperation with a variety of agencies interested in developing IV-A programs. These agencies included Madonna Neighborhood Center, Kenwood Community Center, Santone Industries, Farah Corporation, Universal Related Church Aid Foundation, and the Bexar County Opportunities Industrialization Center.

The collection of survey data increased during FY-3. Each time the Bexar County 4-C was approached regarding the development of a new program, surveys continued to be performed which indicated needs, resources, and those potentially available for services in that area. Program plans were then based on that survey. During the summer of 1973, 4-C worked with the Community Development Program on a project to map the child care resources of San Antonio. This map was distributed in the spring of 1974. 4-C also provided assistance to the Trinity University Urban Study Department's 1970 Urban Census Analysis Project which included an analysis of day care needs and resources with an emphasis on the needs of low income families. At the end of FY-3 plans were being made in cooperation with the San Antonio Association for the Education of Young Children and the American Association of University Women to perform a comprehensive survey of day care needs and resources in Bexar County.

In addition to programmatic and planning/research activities, the following endeavors provide further indication of the scope of Bexar County 4-C efforts made during FY-3: (1) a Bexar County 4-C parent is one the State 4-C Board and a 4-C staff person transports this parent to quarterly meetings (2) the Director of 4-C met several times with the State of Texas Office of Early Development to discuss the development of the state plan for early childhood development, (3) at the February, 1974 4-C Board Meeting the President of SAAEYC spoke regarding the need for a task force and city ordinance regarding the enforcement of day care standards in San Antonio. Four-C is supporting this effort to upgrade the quality of day care services in San Antonio, (4) In April, 1974 the 4-C Director attended two forums and hearings on community needs sponsored by the Texas Department of Community Affairs, (5) Four-C staff cooperated with the San Antonio ISD's Educational Park Project, and (6) the Director of 4-C was invited to attend meetings regarding the development of a Day Care and Child Development Chapter in Texas.

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Finally, on two occasions during FY-3 the Bexar County 4-C became involved in matters concerning funding which required considerable staff time.

(1) In August, 1973 4-C was in negotiations around allotment of Revenue Sharing monies for day care in San Antonio. Two plans of action were developed for the use of the $444,745 the City of San Antonio had earmarked for day care and these plans were presented to the City Council for a decision. However, the City Council decided not to allow Revenue Sharing funds for day care at all because such funds could not be matched with other monies. The money was then given for transportation and the Economic Opportunity Development Commission (EODC) was instructed to reactivate its IV-A contacts to pick up operations for those Model Cities day care centers and family day homes that were in jeopardy.

(2) At the end of 1973, the Bexar County 4-C encountered difficulties with both of its prime funding sources. The United Way refunded the 4-C administrative component at the same level as 1973 failing to take into consideration the fact that 50% of the support for 1973 has been provided by Model Cities. With regard to Title IV-A funded day care operations, United Way allocated funds based on 1973 costs rather than the 1974 plan. Costs for 1973 were approximately 50% of the planned estimates due to a State commitment for State supported day care for current welfare related participants. In the absence of a continuing commitment for 1974, planned costs for 1974 had been based on 30% of budgeted costs. Monthly budgetary extensions were allowed using unexpended 1973 funds while several emergency meetings were held with the 4-C administrative staff, DPW personnel, the UW allocations committee, and 4-C/IV-A/UW agency representatives. A variety of alternate solutions were considered in order to maintain 4-C operations. Late in April, DPW was able to guarantee State supported IV-A day care for current AFDC families through August, 1975 and final monetary commitments were made by UW based on this information. At final analysis, in addition to maintaining the operations for all the 4-C/IV-A/UW programs in jeopardy, the new arrangement calls for the support of the 4-C administrative structure itself at a

reduced cost through IV-A monies with State supported day care for current welfare related participants.

The three operational components of the Mirasol Demonstration Project continued to be strengthened during FY-3. Use of the Drop-in Day Care Center (Sitter's Club) increased markedly and by February, 1974 the center provided 650 hours of child care services. Repayment was still low, but had increased to 30 hours per month. Coordination with the local Head Start program and a new neighborhood program, Project Avance, accounted for the majority of this increase. Some (3-4) children enrolled in the Mirasol Project Head Start program required care after Head Start hours. During FY-3 it was arranged for these children to use the Drop-in Center at these times. Both mothers and Head Start staff combined efforts to repay hours regularly. Project Avance, A Zales Foundation program in mother-infant stimulation, also required temporary sitting for older children while mothers and infants were participating in training activities. Several (10-12) children of Project Avance mothers used the Drop-in Center regularly and the mothers coordinated themselves to repay hours. Mother's Club activities continued, particularly in cooperation with the local YWCA. For the first part of FY-3, Demonstration Project mothers participated in sewing and home nursing classes offered by the Y. During the latter part of FY-3, mothers participated in a physical fitness program. The Toy Lending Library continued to be used regularly. Toward the end of FY-3, Demonstration Project staff began to actively seek continuation funding. Unfortunately, changes in licensing requirements preempted such efforts. Because the facility used for the Demonstration could not be licensed, it was decided that the project would be terminated with the cessation of OCD funds rather than endeavoring a search for both a facility and funding.

Status at Termination of OCD Funding: By the end of this reporting period (May, 1974) the Bexar County 4-C had successfully renegotiated funds for its continuation. Both planning/coordinative and primary contract administration for IV-A funds remained the dual foci for activities. Four-C Council membership was 112, including a Board of Directors composed of 11 providers, 10 consumers, and 9 supporters. Seven full time staff members were employed to carry out 4-C activities. In addition, a Planning Coordinator position was to be funded for 1975. Ten agencies were subcontracting programs to 645 children in a variety of programs. Constant monitoring, fiscal and programmatic support were offered by 4-C to these programs. Additionally 4-C staff were also involved in many activities of a broader nature, including the cooperative collection of survey data, participation in efforts to better enforce day care regulations in the community, consultation on the development of the state plan for early childhood development and cooperation with the San Antonio Educational Park Project.

The final status of the Bexar County 4-C indicates the strength of this operational model, an independent organization which combines the planning and coordination of services with involvement in the day to day operation of some centers. Four-C is increasingly being seen as a forceful and knowledgeable advocate for children's services in Bexar County. Although recognized, this 4-C has had little contact with the official 4-C structure. The 4-C Council is composed of a broad range of representatives; however, its main links to the community have been through the State DPW, the United Way and a variety of private donor agencies who are involved in the provision of day services. It would seem that this strategy of slowly developing expertise through the initiation and operationalization of services themselves as a method of gaining recognition in the community is a viable vehicle for effective participation in the planning and coordination of child care services on a broader community level.

As the end of OCD funding neared, the Mirasol Demonstration Project was providing Drop-in Day Care (Sitter's Club), parent training (Mother's Club), and Toy Lending Library services on a regular basis. The other objectives outlined in the initial grant proposal were attempted during the grant period but later dropped as unfeasible. The Drop-in Day Care Center was being used 650 hours per month with an average repayment of 30 hours per month. One hundred thirty-six families used this service over the 3 year period, including families enrolled in Head Start and Project Avance. One hundred twelve of these families received AFDC assistance and 106 were single parent families. Reasons for use of the center over the 3 year period were: obtaining school training (145), food stamps (78), medical and dental services (78) and shopping (45). Mother's Club activities centered primarily on coordinating activities with offerings of the nearest YWCA. The Toy Lending Library inventory listed 119 toys, valued at $467.83. This library was used consistently throughout its period of operationalization. Unfortunately, due to changes in licensing requirements which the Mirasol Demonstration facility could not meet, it was decided that the project would close at the end of the OCD grant period.

In preparing their final report for OCD, the Mirasol Demonstration Project staff stated that those components of the Demonstration which were operationalized indicate a great need for such services. Based on their experience, they recommend the following future objectives for similar projects:

1: To organize parents of a housing project for the purpose of cooperative day care.

2: To offer the services to mothers attending classes already established by the community agencies or classes established by the day care itself.

3: To include payment back of hours as part of class involvement. This would act as an incentive, if the mothers care to continue class they would also have to reimburse the service.

4: To establish an effective recording system of attendance of children and also of payment back of hours.

5: To maintain an effective program of community involvement so as to insure constant awareness of beneficial agencies throughout the community.

6: To make the center available to working mothers who can have children transported after school to the center until the mothers can pick them up.

7: To design and implement a toy lending library for enriching techniques (p. 14).

E. Winston-Salem/Forsyth County 4-C

Four-C Model reviewed: Four-C for Winston-Salem/Forsyth County was conceived in the Academic-Urban Affairs Consortium and followed up by the primary child centered agency, Child Development Program working in conjunction with Model Cities. The proposal called for an independent agency to be established within the city government structure which would assume the responsibilities for coordination of child care services and agencies in Winston-Salem/Forsyth County as well as provide public relations work in the form of liaison functioning between child care agencies/services and the community. Although the Hidalgo County 4-C also focused primarily on coordinative activities, the Forsyth County 4-C is the only program of those under study to have such specific governmental auspices. Operations began after a five months delay in the original grant in December, 1971.

Staffing/Organizational Structure: Forsyth County 4-C staffing consisted of a Project Coordinator and a Project Assistant. As per OCD evaluation provisions, funds were made available for a one third time EPPC On-Site Research Assistant commencing June, 1972, at which time the position was filled. In the course of the EPPC grant period there was one complete change of staff. The Research Assistant position rotated in March, 1973, while Project Coordinator and Project Assistant were vacated and filled in September, 1973, and October, 1973, respectively.

In the transition from the original Project Coordinator and Project Assistant to those who replaced them a great deal of attention and effort was directed to staffing those positions with persons who would be able to maintain program continuity. Largely because of these efforts the transition was quite smooth with little, if any, alteration of the course of the Winston-Salem/ Forsyth County 4-C program.

The On-Site Research Assistant change in personnel posed a problem. The original Research Assistant began and left under the same 4-C Coordinator and Assistant and had benefit of thorough briefing from the EPPC evaluation unit with regard to the duties and expectations of the position. Generally, the quantity and quality of the data collected by this person was excellent. When this position was succeeded to by the new Research Assistant, problems arose with respect to specification of duties. Further complications stemmed from the classification of some of these duties as inappropriate by both the Project Coordinator and the new Research Assistant. Because (1) only one site visit occurred during this period (May, 1973) while the problems were developing, (2) another site visit did not occur until the following October, 1973, and (3) during this period a change in Project Coordinator and Project Assistant also occurred, many communication problems developed. In fact, during the Summer, 1973, while the original Project Coordinator was involved in effecting a smooth transition to the new administration, the Research Assistant developed alternate forms to the standardized interviews which had heretofore been utilized in data collection. Consequently, these data were rendered useless and were abandoned.

The Winston-Salem/Forsyth County 4-C operated as an independent branch of city government. The 4-C Coordinator was hired by the Assistant City Manager; however, once installed the Coordinator assumed responsibilities totally separate from any existing agencies.

Under the direction of the Board of Aldermen of Winston-Salem, 4-C was charged with the responsibility for convening and moderating regular monthly meetings for agencies subsumed under the Planned Variation programs. The purpose of this duty assigned 4-C was explicitly stated but not necessarily limited to the following three criteria: 1) coordination resulting in the most effective use of all community-based day care resources and personnel, 2) facilitation of the information flow between funding agency and each project, 3) development of coordinated strategy for the future of the projects. The 4-C Board for Winston-Salem/Forsyth County became a joint venture with the Board for the program of the five county Northwest Child Development Program sponsored by the Appalachian Regional Committee (ARC NCDP). The Forsyth County Child Care Committee (FCCCC) had a membership composition which conformed to 4-C guidelines, and in an effort to avoid duplication of responsibilities from the outset, 4-C embarked upon this joint venture. This strategy proved to be very effective in providing the newly formed 4-C with immediate visibility within the context of an already existing organization. At the time that 4-C applied for and received initial recognition from the Federal Regional Committee in April, 1972 the 4-C Board also served as the Board for the ARC/NCDR. National recognition was to be sought once all of the child care and child development interests had been consolidated into one board. Plans were in process to bring the Child Development Program into the arrangement with ARC/NCDP and 4-C.

In July, 1973 new by-laws were adopted by the Forsyth County Child Care Committee. The FCCCC became the Citizens' Council Concerned with Children and set out in earnest to effect a merger with the Child Development Program. However, two studies conducted in the target area changed the course of the merger activities.

Working from the 1973 study of social services reported in the Davon Management Study, the Citizens Coalition, Inc., a local planning agency, conducted a study of child care in Winston-Salem/Forsyth County. The recommendations of both these studies were that all planning, coordinating, training and advocacy efforts under the domain of child care and child development should be brought together under one community-wide agency. A specific recommendation was for the establishment of an Early Childhood Development Planning Council for Forsyth County which would become a private, non-profit, incorporated organization charged with the power to negotiate contracts and receive financial contributions to child care and related activities and services. The vision entailed the inclusion of planning and coordination responsibilities for child care/child development activities; in effect, the Early Childhood Development Planning Council was to be the "ideal" 4-C structure in the community.

A Steering Committee of the Early Childhood Development Planning Council for Forsyth County was appointed by the chairman of the Citizens' Coalition Board, and the 4-C Project Coordinator was asked to serve. Since the inception of this committee in July, 1973, the Early Childhood Development Planning Council became the Early Childhood Development Planning Association, the by-laws were drafted, reviewed and approved (including approval by the 4-C Project Coordinator for compliance with 4-C guidelines), and steps were undertaken to obtain a state charter of incorporation.

Under the terms of the by-laws, the 4-C Coordinator was charged with the responsibility of convening many organizations, agencies and individuals represented in the Association. To this aim, much of the Coordinator's time was spent in attempts to reach parents of pre-school program children as a means of insuring adequate representation in the Association.

The ECDPA replaced the Citizens' Council Concerned with Children (CCCC) as the 4-C Board and the 4-C Project Coordinator served as the liaison between the two bodies in efforts to effect a smooth transition. The move to ECDPA will not result in the dissolution of the CCCC as this Board will remain in an advisory capacity to ARC/Northwest Child Development Program.

Funding: This site was unique in its funding structure. First, it was the only 4-C under EPPC study not receiving Title IV-A monies. Additionally, the fiscal year periods were altered. The Winston-Salem/Forsyth County 4-C was originally funded for FY-1 from July 1, 1971, to June 30, 1972. Changes in the city government structure delayed the appointment of a 4-C Project Coordinator until December, 1971. Application to OCD was made requesting a change in funding in recognition of these difficulties. Consequently, FY-1 for this site became December, 1971, to December, 1972. The budget for this period consisted of an OCD Child Welfare Research and Demonstration grant in the amount of $23,540 and in-kind provisions received from the City of Winston-Salem for office space and telephone service amounting to roughly $2,490. In June, 1972, an additional $1,400 was awarded by OCD to cover the salary of the On-Site Research Assistant.

For the December, 1972 to December, 1973 period of FY-2, this agency operated on a budget of $25,000 from OCD and an in-kind grant of approximately $2,490 from the City of Winston-Salem. Application was made for the six and one half month period from December, 1973, to July, 1974, which resulted in the funding of Winston-Salem/Forsyth County 4-C in the amount of $14,428 from OCD with continued in-kind support from the City. At that time an attempt was also made to acquire a $10,000 no-cost funding extension for operations through December, 1974 which was received.

Activities: Under the conditions specified in the grant proposal (#OCD-MC-14) submitted by Winston-Salem/Forsyth County the following 4-C goals were set:

(1) To establish a functioning Board of Directors with overall responsibility for formulating policy and directing 4-C staff.

(2) To assess strengths and weaknesses of delivery systems of services to children in Forsyth County.

(3) To determine feasibility of specific alternative agreements between and among cooperating agencies.

(4) To develop and encourage the provision of adequate child development services with priority being placed on families below poverty level at the following levels:

60% of children 0-5 in Model Neighborhood
40% of children 0-5 in Forsyth County

(5) To survey and document the needs of and services to children 6-12 years old considering educational programs, before and after school programs, and child advocacy programs.

(6) To evaluate using various objective and subjective instruments the frequency and extent of parent involvement in overall policy formation and program direction.

When a Coordinator was finally hired for the 4-C in Winston-Salem, she set these objectives for the first six months:

(1) To set up a mechanism that will provide a solid financial foundation for existing child care centers.

(2) To establish a sliding fee scale for the centers.

(3) To provide for the medical needs within the centers.

These priorities were established by the 4-C staff in response to what they felt were the pressing needs in Forsyth County.

In seeking financial support for day care centers, the 4-C Coordinator worked closely with a group of ministers. These efforts became a formal organization, the United Preschool Education Ministry (UPEM), which sought support from churches. As churches were one of the major providers of child care services in the target area, especially day care in poverty areas of the city, this organization was productive. Talks with church boards at the time of their yearly budget planning coupled with a shouldering of the major responsibility by this group of ministers initiated good reason for optimism in this endeavor. Four-C was asked to portray a non-participating role while the UPEM functioned autonomously. Unfortunately, there was no noticeable effect resulting from this group's efforts and church-supported day care did not expand. The 4-C Coordinator also explored funding possibilities with federal officials and industry. No concerted effort was accomplished in this vein during the first six months operation; however, contingencies were formulated for future exploration of funding pathways.

In addition to the achievements made in relation to these objectives, the 4-C Coordinator strived to make the presence of 4-C known in the community and to place 4-C in service as a clearinghouse for information. A day care center listing was compiled which contained most information pertinent to shopping consumers including, enrollment, number of staff, and cost. Other direct public relations activities entailed the preparation of pamphlets and fliers advertising the services of 4-C, attendance and speaking at meetings of groups concerned with day care, television appearances and the provision of information for newspaper articles.

The 4-C Coordinator helped bring together groups concerned with services to children. For example, representatives of all agencies involved with delivery of services to mentally retarded children were brought together resulting in the formation of a council for cooperation. Similar efforts were directed to representatives from kindergartens and preschool programs and representatives from public schools in order to foster cooperation and understanding between the two groups.

The first objective to receive major attention was the development of a sliding fee scale. The 4-C Coordinator worked with the operators of seven centers in establishing the scale. As part of this project, a cost breakdown survey of the seven centers was completed. Although this service was accomplished only for subsidized centers initially, it was anticipated that a cost breakdown survey would eventually be provided to privately operated centers.

Several avenues were explored in trying to provide for medical needs within the centers. The 4-C Coordinator explored the possibility of pooling the medical service funds for all public day care centers cooperating with 4-C. This project included medical services funds in day care to be provided through the Appalachian Regional Commission. The fund pooling would enable centers to reduce costs for medical services and allow some equalization of services. For example, the Appalachian Regional Commission provided sufficient money for medical services per child such that surpluses were predicted. Conversely, other agencies seemed inadequately funded for medical services. A snag was encountered, however, by way of the governing regulations of the individual agencies. Consequently, these plans were abandoned.

The 4-C Coordinator wrote two project proposals to be funded through Model Cities during FY-1. One proposed the establishment of a public health educational program in day care centers through the services of a public health nurse. Under the provisions of this project, a nurse would visit various day care centers primarily in an educational capacity but also to give examinations and make referrals. The other proposal written by the 4-C Coordinator dealt with evaluation of speech and hearing for children in day care centers. During the first six months operations of 4-C, medical services and screening received a great amount of productive attention.

Though there were advantages with regard to the existing community structure at the time Winston-Salem/Forsyth County 4-C began, there were also some difficult disadvantages. A major problem that faced the 4-C Project Coordinator was the protectiveness of agency heads with respect to their own programs that was reinforced by a general suspicion vis-a-vis "coordination." Much of the 4-C Coordinator's resources were devoted to allaying fears regarding territorial encroachments.

To summarize the position of Winston-Salem/Forsyth County 4-C at the conclusion of the first reporting period, July, 1972, changes in city government and reconstitution of the Model Cities catchment area led to a postponement in hiring a 4-C Coordinator. Once the position was staffed, in December, 1971, the following objectives were set: to set up a mechanism that would provide a solid financial foundation for existing child care centers, to establish a sliding fee scale for the centers, and to provide for medical needs within the centers. In the first six months' operations it appeared that the Winston-Salem/Forsyth County 4-C had progressed in the direction of its goals and was clearly the most effective clearinghouse for child care information of the programs under study by the EPPC team.

The beginning of the second evaluational year (July 1, 1972 - June 30, 1973) marked the middle of the Winston-Salem/Forsyth County 4-C's FY-1. As preparation was made for gaining FY-2 refunding, 4-C objectives were given added perspective. The elaborated objectives were as follows:

1. To establish a functioning Board of Directors with overall responsibility for formulating policy and directing 4-C staff.
    - a) To provide the necessary staff work to promote and facilitate the pending merger of child care boards and agencies:
        - 1) To insure that the merger creates a situation within which child care agencies can function effectively to meet the needs of the clients served.
        - 2) To strive toward making the board viable, productive, informed, active and responsive to the needs of the community.
2. To assess strengths and weaknesses of delivery systems of services to children in Forsyth County.
    - a) To continue to assess delivery systems for evidence of change.
        - 1) To pinpoint specific services which are lacking in the community, with the intention of investigating all means possible for solving these deficiencies.
        - 2) To coordinate delivery systems, when possible.
    - b) To continue to inform and educate the public about the need that exists for quality pre-school programs.
        - 1) To provide coordination, information and referrals to agency representatives, directors of pre-school programs, teachers and members of the general public.
        - 2) To continue to act as liaison between the regional office of Child Development and the local community.

3. To determine feasibility of specific alternative agreements between and among cooperating agencies.

    a) To continue to play a neutral role in assisting agencies to develop coordinating mechanisms.

        1) To coordinate with the staff of the Northwest Child Development Program.

        2) To help improve the communication flow among agency representatives.

4. To develop and encourage the provision of adequate child development services with priority being placed on families below poverty level for 60% of children 0- 5 in Model Neighborhood and 40% of children 0-5 in Forsyth County.

    a) To develop and encourage the provision of adequate child development services with priority placed on children from low income families throughout the city and county.

5. To survey and document the needs of and services to children 6-12 years old considering educational programs, before and after school programs, and child advocacy programs.

    a) To survey and document the needs of and services to children 6-12 years old.

        1) To encourage the growth of programs after school and child advocacy programs.

6. To evaluate using various objective and subjective instruments the frequency and extent of parent involvement in overall formation and program direction.

    a) To continue to evaluate the frequency and extent of parent involvement in overall policy formation and program direction:

        1) To work with the parents to insure active participation at the board level.

        2) To work with agencies and parent organizations to insure active participation at the center level.

Translating the above objectives into specific projects in terms of on-going interests and the realities of the community, the 4-C Project Director set the following immediate goals:

1. Continued staff work in constitution of the Child Development Committee (4-C Board) and supervision of communications/work relations workship for that Board.
2. Continued work with Parent Involvement Project.

3. Completion of survey regarding resources and needs for services for children aged 6-12.
4. Completion of transportation study and consolidation of transportation routes to day care programs.
5. Work with United Preschool Education Ministry group to appeal to churches to aid in the repair and furnishing of equipment of target area day care centers.
6. Continue to visit Winston-Salem day care centers.
7. Update listing of Day Care Centers in Forsyth County.

It was also during this period that the Winston-Salem Board of Aldermen (Governing Council) charged 4-C with an additional duty. This duty was to convene and moderate regular monthly meetings which were to be attended by Project Directors from the Departments of Mental Health, Reading, Speech and Psychology Center, Forsyth County Department of Social Services and Child Development Program, as well as Model Cities officials.

The first objective of the grant proposal as well as of the 4-C Coordinator was the establishment of a working Board of Directors. The process of constituting and reconstituting 4-C Boards that has occurred with this 4-C is elaborated above (see Staffing/Organizational Structure). In terms of the Board in force during the July, 1972 - June, 1973 period, the Forsyth County Child Care Committee, the 4-C Coordinator had to face two problems. Conflicts arose regarding membership requirements for the ARC/NCDP as opposed to 4-C. Secondly, a move was underway to incorporate the Child Development Program into the 4-C Board structure. Later events altered these problems, but this is what confronted 4-C at that time.

It is difficult to assess the success with which the Board formulated policy and directed the 4-C staff. From the minutes of Board meetings, and interviews with persons attending those meetings, it appeared that the meetings provided an information exchange between various agencies and the 4-C staff; however, the voice of private citizens in these meetings was not apparent.

The second FY-2 objective involved the assessment of delivery systems for evidence of change. Special attention was to be given in pinpointing lacking services and coordinating delivery systems. As it happened, changes and reductions in Title IV-A funding caused this goal to become rather encompassing. In November, 1972, the Child Development Program mistakenly placed 163 persons in day care when funding existed for only 63. The 4-C staff contributed to an easing of the problem through the proposition and execution of a progressive phase-out of the overly committed slots at a rate of 12 per month. Further problems arose regarding the new Title IV-A guidelines in Spring, 1973. In an assessment of the impact of funding cuts, it was found that the loss would render a 50 percent reduction in services to programs. Because of fund shortages suffered at the onset of these programs, only 64 percent of the population in need was receiving services prior to the cuts. The 4-C study demonstrated, in effect, that only 32 percent of the population in need was to be served.

4-C was able to partially solve the formidable recurring transportation dilemma for Forsyth County preschools. This was done with the loan of three vans by the Concentrated Employment Program for the use of 4-C affiliated agencies. Availability of transportation availed day care services to children who had heretofore been excluded only for a lack of transportation.

The 4-C staff in Forsyth County worked ardently from the beginning to provide information and education regarding day care needs. The 4-C staff completed surveys of teachers' salaries, repair and equipment needs of target area day care centers, available day care and preschool programs in Forsyth County (with revisions), child care needs in Forsyth County, and transportation needs of day care centers. 4-C helped to organize the following groups: Early Childhood Association, Day Care Operators Organization, Board of Citizens Coalition, and the State-Wide Ad Hoc Committee of Professionals in Child Care Services. As in the past,new proposals were offered through collaboration with other agencies.

The third objective concerned the feasibility of specific alternative agreements between cooperating agencies via improving communication flow among agency representatives and coordinating with the staff of the Northwest Child Development Program. According to minutes of the 4-C Board meetings and interviews with Board members, communication was excellent among the members of the reorganized Board of Directors. As per the directive of the Board of Aldermen, 4-C assumed the task of primary coordinator for all projects and project coordinators in the Winston-Salem Model Cities unit. In addition to this formal agreement, working relationships existed between 4-C and day care centers and support facilities in the form of information, planning and support from 4-C as particular needs arose.

The fourth objective in the grant involved the development and provision of adequate child development service for 60 percent of the children in the Model Neighborhood area and 40 percent of the children in Forsyth County. This might have been possible if the Title IV-A funding crisis had not developed as it did. Forsyth County 4-C cooperated in a study by the County Citizens Coalition of child care needs in Forsyth County which was conducted in addition to its own survey of needs completed in August, 1972. Due to the dearth of funding, the Forsyth County 4-C met with other Model Cities projects in North Carolina to search for new funds. These groups laid the groundwork for the State-Wide Ad Hoc Committee of Professionals in Child Care Services, formed to bring direct pressure to bear on state government concerning child care programs.

With respect to the fifth objective, survey and documentation of the needs of and services to children between the ages of 6 and 13, work was begun but not totally accomplished. Under this goal, however, 4-C did assist in placing older children in day care center jobs through a cooperative effort with the Youth Employment Program.

Regarding the measurement of parent involvement in overall program formation and operation, 4-C became more directly involved in attempts to remedy this very apparent problem. Working in conjunction with the Learning Institute of the University of North Carolina, 4-C developed a model for increasing parent involvement in day care and worked to disseminate the concept. To this end, a workshop was staged for day care personnel to facilitate the inclusion of parents in day care programs and The Day Care Association was created for lay people interested in day care.

At the commencement of the third evaluational period, July, 1973, Winston-Salem/Forsyth County 4-C had been in operation for a year and a half. In October, 1973 and November, 1973, respectively, a new Project Coordinator and Project Assistant were installed. Work continued guided by the six objectives which have received extended elaboration above.

The major effort for the period July, 1973 through June, 1974 centered around objective number one, reorganization of the 4-C Board. In July, 1973 the Forsyth County Child Care Committee became, under new by-laws and redefined relationships, the Citizens' Council Concerned with Children. The primary thrust of this reformation was a push towards bringing all child care related agencies under one central agency. The Citizens' Council Concerned with Children and the Child Development Program engaged in a series of meetings through their respective representatives to effect the merger.

Also during this period three major studies were in process, two with respect to child care/development and one with respect to more general social services in Winston-Salem/Forsyth County including child care/development. There was large agreement among these studies and recommendations were overlapping. In the area of child care/development, the need for a non-profit, incorporated organization with the power to negotiate contracts for child care and child care-related services was documented. As a result of these recommendations the Early Childhood Development Planning Association (originally known as the Early Childhood Development Planning Council) was conceived. Initial activity began through steering committee guidance and the 4-C Project Coordinator assumed the responsibilities of chairperson for the sub-committee charged with identifying current and potential funding sources in the community. Through collaboration with the Department of Social Services and the Winston-Salem Foundation, funding sources were identified.

Identification of funding sources further advanced the cause of the ECDPA by lending credence to the study recommendations, providing a basis for mutual cooperation among child care/development agencies, and resulting in a well concerted effort to secure funding for child care/development agencies from the city and county. The latter achievement was accomplished through the mutual efforts of the ECDPA steering committee and representatives from the Child Development Program who together assembled a "Child Care Package" which specified the aims and objectives of child care/development programs and the funds required to operate them. Once the "Package" had been assembled in spring, 1974, representatives of both groups convened with city officials for the purpose of securing a city commitment for Fiscal Year 1975. The results of this meeting included a promise that an official city statement was to be made regarding child care/development.

Visible progress in the direction of a fully functioning ECDPA body came with the drafting of by-laws which were reviewed to insure consistency with national 4-C guidelines. Once the judgment regarding adequacy of the by-laws was rendered, application for a charter for incorporation was made. This first meeting of the complete Early Childhood Development Planning Association was scheduled to occur in July, 1974.

Under the terms of the current plan, ECDPA was to become the 4-C Board, replacing the Citizens' Council Concerned with Children which will continue to serve as Advisory Board to the Appalachian Regional Committee/Northwest Child Development Program. To this end, it was the 4-C Coordinator's responsibility to convene various committees composed of various groups to be represented in ECDPA. Specifically, these committees included agency directors, day care operators, teachers and staff, parents and other persons with child care concerns not included in these categories. Special attention was devoted to the elicitation of parent participation in order to insure that adequate information and representation wasafforded to consumers.

The ECDPA has been referred to as the "ideal" child care/development agency. In many respects it is difficult to make an argument against this conception. Much progress has been effected as a result of the ECDPA which crosses the boundaries of the six primary objectives originally established by this 4-C. More detailed attention will be devoted to ECDPA in the following section. Prior to assessing the status of 4-C upon termination of the grant, however, some of the specific achievements with respect to the stated objectives are in order.

During the final reporting period, the Winston-Salem/Forsyth County 4-C continued to maintain very complete compilation of preschool and kindergarten services available in the community. Information concerning virtually all phases of these programs was provided and kept on a constantly up-dated basis including formal checks to ascertain accuracy of information at regular intervals.

The 4-C Coordinator served as chairperson for an all volunteer study (Learning Institute of North Carolina) Child Care Services Assessment Report on Forsyth County. Four-C participated in a statistical study, Public Supported Child Care and Child Development Programs and Services in Forsyth County, the data from which was intended for the establishment of a community cross-reference system. Four-C prepared and provided the information regarding the needs of Forsyth County children to be presented to the public hearings of the Board of Aldermen Finance Committee by the Citizens' Council Concerned with Children chairman. Other activities in this regard included the Youth Employment Project Survey to locate summer job placement in day care centers for youths, distribution of questionnaires surveying the extent of parent involvement in day care programs, and assistance to Forsyth Memorial Hospital in developing a questionnaire to assess the disposition of employees with respect to an in-shop day care situation for their children.

Objective number three concerned determining feasibility of specific alternative agreements between and among cooperating agencies including improving communication flow among agency representatives. Four-C coordinated meetings between the Child Development Program and the Forsyth County Department of Social Services and between CDP and the Steering Committee for ECDPA for the purposes of clarifying as well as facilitating the information flow among these groups. As a result of 4-C's coordinative efforts these agencies reached agreement with respect to a general training program. The duty was left with 4-C to develop a training package suitable for Winston-Salem/Forsyth County and to secure the necessary funds. With respect to the training aspect, 4-C began coordinating resources including Winston-Salem State University, Experiment in Self-Reliance. Headstart, and representatives of various other agencies. Discussion centered around utilization of Manpower funding stimulated by talks between the 4-C Project Coordinator and representatives of the Day Care and Child Development Council and HEW. To this end 4-C dispatched a letter of intent regarding coordination of training for day care personnel to the Federal Regional Committee on Child Development.

Four-C continued to take an active role in the Statewide Ad-Hoc Committee of Professionals in Child Care. Further efforts of this body to mobilize state resources and funds for child care/development resulted in a resolution recommending the establishment of a state supported study committee for purposes of assessing needs in the area of child care services in North Carolina. This resolution was presented to the North Carolina State Assembly, but was defeated. Four-C and the other members composing this state-wide lobby for child care/development continued to strive in this direction, regardless of the initial defeat.

Through the coordinative efforts of 4-C, Goodwill Industries and the Northwest Child Development Program communicated regarding the establishment of a day care center at the Goodwill Rehabilitation Center. Similar discussions were facilitated by 4-C between NCDP and the Winston-Salem/Forsyth County schools regarding an infant care center at the Continuation Center. More visibility has been gained with the private sector through meetings with industry over day care center issues (e.g., American Telephone and Telegraph).

Objective 4 for this site also received attention during the final evaluation period, July 1, 1973 to May 31, 1974. The 4-C staff was instrumental in assisting the negotiation of contracts for the project extension of the day care scholarship program funded by Planned Variation (Model Cities). The funds for this project were scheduled to terminate December, 1973, and through meetings with the Assistant City Manager and members of the Board of Aldermen a resolution was approved authorizing the Citizens Coalition, Inc. and the Forsyth County Department of Social Services to continue operating the scholarship program through June, 1974. As noted above, through a 4-C survey it was made apparent that only 64 percent of the target area's children in need were receiving services. Funding cuts would have reduced coverage to only 32 percent coverage by December, 1974. Vigorous efforts on the part of 4-C effected a reversal of the budget policy and the 64 percent coverage was maintained. Four-C provided aid to the Department of Family Services in an attempt to find funds for 12 non-AFDC recipients in order that they would be able to continue in a Special Enrichment Program for the developmentally retarded. Goodwill Industries was approached regarding the establishment of a preschool for deaf and hard-of-hearing children. At that time Goodwill made 4-C aware of an already existing program, North Carolina School for the Deaf Satellite Program (began September, 1973), and 4-C did much to carry word of this program to the community.

Four-C was active in enlisting and aiding private groups for raising money and providing services to day care. Through attending meetings such as that of the Babcock Foundation for purposes of discussing funding sources for the continuation of the Child Development Program and maintaining visibility with groups like the Council of Negro Women, 4-C was active in attempts to attract private funds to day care/child development.

The Winston-Salem/Forsyth County 4-C took action to initiate an acquaintance between Public Action for Children Education (PLACE)and the Winston-Salem/Forsyth County school system. PLACE was noted for valued contributions to pre-school programs and with the public kindergarten program commencing in North Carolina (September, 1972), it was thought that this alliance would render needed assistance to the schools in the implementation of programs for five year olds. At the other end of the preschool education continuum, 4-C was instrumental in aiding the Forsyth Technical Institute (FTI) program, which offered coursework leading to an A.A. in Early Childhood Education, in meeting the needs of local day care personnel. Efforts were made to bring the day care personnel and the FTI people together to discuss course content, scheduling, and other topics of mutual interest.

With respect to programs for children from six to twelve, little was accomplished. The survey 4-C had conducted was made available to persons interested in what was locally offered to this age range. In addition, 4-C repeated coordination efforts for the Summer Youth Project, seeking placement in day care centers for youths who needed jobs. 4-C also maintained membership in the Mayor's Youth Task Force and the Northwest Committee on Advocacy and Youth.

Parent involvement activities took a qualitative leap with the inception of the ECDPA. Through 4-C's primary responsibility to carry the word to parents, particularly in an effort to solicit their participation in this new organization, 4-C met with parents of children enrolled in every major child care/ development program in the area, including Headstart Program, Northwest Child Development Program, Forsyth County Department of Social Services' Centers and private programs. The advent of ECDPA stimulated vigorous parent involvement activity by providing a common basis from which 4-C could launch this objective.

The FY-3 activities of the Winston-Salem/Forsyth County 4-C were many and diverse. It was remarkable, in view of the two-person staff, that this much activity was generated.

Status at Termination of Funding: The formation of the Early Childhood Development Planning Association all but insured the survival of 4-C in Forsyth County. The strength of this organization realized in the pooling of all community child care/development agencies made it a formidable body that produced nearly immediate changes in the city/county policy regarding child oriented issues. Through the joint venture of the ECDPA Steering Committee and Child Development Program representatives, a "Child Care Package" was presented to the city outlining the expected commitment of city and county resources for FY-1974. Through the utilization of matching funds and Title IV-A monies based on the model of 4-C operations in Louisville, Kentucky, budgetary matters were thoroughly detailed. Under the terms of the "Child Care Package" the ECDPA would (1) serve as a forum for the expression and clarification of opinions regarding day care in the county, (2) establish, through a policy board, policies, guidelines, and agreements regarding day care service coordination in the county, (3) serve in the capacity of making recommendations or conducting studies regarding current programs and the establishment of new programs, (4) determine guidelines for public day care functioning units not otherwise determined by funding regulations or law, (5) study and recommend legislation regarding advocacy and protection of preschool children, and (6) serve as Policy Board for 4-C within federal guideline limitations.

At the end of the EPPC reporting period, the Forsyth County 4-C appeared assured of continued existence through its participation, if not leadership, in the Early Childhood Development Planning Association. Final contact with the 4-C Director in Forsyth County (July, 1974) indicated that full 4-C recognition had been awarded. In addition to continuing its efforts with the ECDPA, this

4-C was also coordinating with Manpower Training to provide child care for training program participants and had written a $7,664 grant in cooperation with City and County representatives which was funded by Manpower monies and provided for the delivery of summer recreation, arts and crafts, cultural enrichment activities, and transportation to approximately 2300 6-13 year olds through the Recreation Department. Further assurance of 4-C's survival came with word from OCD approving the request for a no-cost extension of the grant period through December, 1974. That dividend should underwrite the almost certain cohesion of the ECDPA, thus assuring continued operations of 4-C in the Winston-Salem/Forsyth County locality.

V. EVALUATION OF THE FIVE PILOT 4-C PROGRAMS WITH REGARD TO NATIONAL 4-C OBJECTIVES

A detailed discussion of the EPPC research design and data collection procedures will now be undertaken in order to facilitate an understanding of the basis upon which the core evaluation questions are answered.

Funded by OCD in August, 1971 through the State of Tennessee, Department of Mental Health, Children and Youth Community Services, the EPPC evaluation team consisted of four members: one full-time Project Coordinator, two part-time Research Analysts, and one full-time Secretary. During the funding period staff turnover was minimal: two persons held the role of Project Coordinator, four persons served as Research Analysts, and one person performed secretarial duties. The final evaluation design was determined by early in 1972, and was primarily developed in coordination with OCD and National 4-C personnel. Substantial changes from the initial conception resulted in the final design. These changes included:

A. Deletion of an infant tracking system which was to have been conducted by each site. (An attempt to salvage this aspect of the original program was made in conjunction with the Edinburg-Hidalgo County 4-C; however, funding was not provided.)

B. Addition of the Juneau, Alaska 4-C program to EPPC evaluational responsibilities. (First data collection occurred at commencement of FY-2).

C. Development of part-time Research Assistant positions for each site in order to assist with data collection.

Information regarding each 4-C's progress in terms of its own site specific objectives as well as those nationally identified goals was sought. Six core evaluation questions were developed based on national 4-C goals and available literature. These questions include:

A. In what ways has 4-C defined the child care needs in the community as well as the services available?

B. In what ways has 4-C expanded the number and types of services available?

C. In what ways has 4-C increased citizen participation and support for child care services?

D. In what ways has 4-C pursued obtaining new funds for children's services?

E. In what ways has interagency cooperation been increased through 4-C's efforts?

F. In what ways has 4-C increased the quality as well as quantity of children's services?

The evaluation design did not include provision for a relative cost-benefit analysis of each program in terms of administrative efficacy or access to control groups.

A variety of data collection methods were employed, these included Research Assistant Monthly Evaluation Reports, EPPC staff site visits and reports, Interviews with Participating Citizens, Interviews on Child Services, five community-wide Agency Surveys, and monthly Visibility Data tabulation. A copy of the Research Assistant Monthly Evaluation Report Outline, EPPC Site Visit Report Format, Agency Survey Procedural Instructions and Surveys I-V, Participating Citizen Interview Form, Interview on Child Services Form, and Visibility Data Form are found in Appendix A.

(1) Research Assistant Monthly Evaluation Report: In order to maintain constant contact with each of the five communities, part-time On-Site Research Assistants were hired during 1972 to collect evaluation data on a regular basis. The Research Assistant Monthly Evaluation Report Outline (p. A-1) indicates the expected content of these monthly reports: narrative of Research Assistant activities, narrative of 4-C activities, Visibility Data form, Participating

Citizen Interviews, Interviews on Child Services, and other appropriate information (surveys, meeting minutes, newspaper articles, etc.). Research assistants were hired by the 4-C Director in each of the five cities and trained by EPPC staff. Unfortunately, general difficulty was experienced in maintaining research assistant personnel. Consequently, a great deal of difficulty was encountered in maintaining reporting continuity. The following chart indicates the number of Research Assistants employed, the number of reports received, and their dates for each of the five cities.

City	# R.A.s	# Rpts. Recv'd.	Months Received
Athens	3	20	8,10-12/72; 1-5,7-12/73; 1-5/74
Edinburg	3	24	6-12/72; 1-12/73; 1-5/74
Juneau	1	19	10-11/72; 1-12/73; 1-5/74
San Antonio	3	23	7-12/72; 1-12/73; 1-5/74
Winston-Salem	2	23	7-12/72; 1-12/73; 1-5/74

The quality of reports varied considerably depending on the particular Research Assistant involved in interaction with the unique characteristics of each 4-C under study.

(2) EPPC Site Visits and Reports: In order to clarify, confirm, and summarize monthly Research Assistant data as collected, EPPC staff members visited each of the five communities on a regular basis. Athens, Georgia was visited in November, 1971; February, May, October, November, 1972; February, April, November, 1973; and May, 1974. Edinburg-Hidalgo County 4-C was visited in October, December, 1971; January, May, September, November, 1972; February, April, October, 1973; and May, 1974. Juneau, Alaska was visited in October, 1972 and October, 1973. Telephone site visits were conducted in November, 1972; February, May, 1973; and May, 1974. San Antonio-Bexar County 4-C was visited in November, December, 1971;

January, June, September, November, 1972; February, April, October, 1973; and May, 1974. Winston-Salem/Forsyth County was visited in October, 1971; February, June, October, November, 1972; February, April, November, 1973; May, 1974. Appendix A, page A-2 indicates the scope of the resultant site visit reports as developed in FY-3. Both site specific and core evaluational data were organized in an attempt to present a coherent log of all 4-C activities since the previous site visit. Again, the quality of these reports varied depending on the EPPC team member involved, the 4-C involved, and the particular activities engaged in by each 4-C.

(3) Interview with Participating Citizens: In order to assess the relative involvement those cooperating with 4-C felt in 4-C activities, Interviews with Participating Citizens were conducted as soon as possible after each monthly 4-C meeting. Four persons were to be interviewed: a 4-C staff member, a consumer, a provider, and a supporter. Appendix A, page A-10, contains a copy of the interview form. Interview questions surveyed a range of topics including adequacy of citizen representation, the importance of meeting decisions, who made decisions, 4-C's adequacy in the community, and any other comments. Again, the quality and quantity of the information received was quite varied and depended primarily on the Research Assistant involved, the number of meetings held, the number attending those meetings, and the cooperation of those attending. The following chart summarizes the number of interviews received from each of the five cities during the funding period.

City	# Citizen Interviews	Months Reported
Athens	21	8/72; 3,4,10/73; 1,4,5/74
Edinburg	7	7/72; 4,11/73
Juneau	28	2,4,5,7,9,10,12/73; 1-3/74
San Antonio	57	8,9/72; 1,3-11/73; 1,2,4,5/74
Winston-Salem	35	8,9/72; 1,4,5,10,11/73; 1,2,4,5/74

Appendix B, pages B-31-45 contain summary tables of all Interviews with Participating Citizens forwarded by each of the five cities.

(4) Interview on Child Services: In order to obtain further consumer input, assess parent satisfaction with services, and hopefully ascertain improvement in actual services received as a result of 4-C's efforts, Interviews on Child Services were developed to be conducted on a regular basis. Appendix A, page A-12, contains a copy of the Interview form. Inquiries centered around service delivery efficiency, need for service improvement, follow-up services, how services were located, and general needs for additional services in the community. The quality and quantity of interviews received varied widely. Particular difficulty was experienced in obtaining completed interviews when a specific 4-C did not actually operate a program or intervene in a directly programmatic aspect. Four-C staff members felt that such interviews would not be a reliable assessment of 4-C activities. Depending on the Research Assistant(s) involved, those 4-Cs which related their activities directly to program operations generally performed the most Interviews on Child Services. The Clarke County and Bexar County 4-Cs provided interviews strictly from parents with children participating in their respective programs. The Juneau 4-C also attempted interviews with parents who had children in 4-C initiated programs; however, this became more difficult as 4-C released its Model Cities contracts, disbanded its administrative staff, and focused on reorganization.

Parent Interviews were subsequently discontinued; unfortunately, an effort to interview FSC clients was not successful. The Hidalgo County 4-C interviews were obtained from parents with children enrolled in the local Head Start equivalent (ACCEDC child development centers). Finally, Parent Interviews for the Forsyth County 4-C were primarily obtained from those parents whose children had directly benefited from this 4-C's efforts, for example those who had benefited from the coordination of transportation services. The following table summarizes the number of interviews received and dates for each of the five cities.

City	# Parent Interviews	Months Reported
Athens	14	10-12/73; 5/74
Edinburg	11	2,3/73; 1/74
Juneau	8	3,7/73
San Antonio	57	9,10,12/72; 1-12/73; 1-5/74
Winston-Salem	46	7/72; 1,3,5/74

Appendix B, pages B-46-51, contain summary tables of all Interviews on Child Services forwarded by each of the five cities during the funding period.

(5) Agency Surveys: In order to assess community involvement with 4-C and changes in services as a result of 4-C, five community-wide telephone agency surveys were undertaken in each of the five cities at regular intervals during the funding period (December, 1971; June, 1972; December, 1972; May, 1973; and May, 1974; in Juneau, Alaska only the last three surveys were performed). Appendix A, pages A-4-9, contain a copy of the Agency Survey Procedural Instructions and copies of the five surveys themselves. In general, questions asked on all the surveys focused on agency familiarity with 4-C, services rendered, number served, number waiting for services, referrals made and to whom, and general services needed in the community. EPPC staff members

performed the first two surveys with varying aid from site 4-C staff members. The On-Site Research Assistants performed the remaining surveys, receiving similar aid as afforded EPPC staff by 4-C staff members.

Original agencies were identified using city telephone directories as well as 4-C records and contacts. Later agencies were identified from a variety of sources including DPW lists of licensed day care programs, telephone directories, 4-C contacts, agency referral patterns, etc. The general approach taken to the survey has its limitations and data should be weighed given these considerations: (a) although every attempt was made to identify appropriate agencies, and it is likely that all major day care and preschool programs in each community were identified and contacted, it is doubtful that all categories of child serving agencies in any of the communities were covered exhaustively, particularly services for older children and indirect services. Nor were school districts included in the survey; and efforts to identify new agencies varied considerably depending on the expertise/commitment of the Research Assistant involved. Also, it was difficult to ascertain if additional agencies on the surveys were actually new in their operations or just newly identified. (b) Of those identified, completed surveys were not possible for all agencies and, depending on which agencies did cooperate, survey numbers varied considerably. Appendix B, page B-1, contains a summary table itemizing those agencies identified compared to surveys completed for each of the five surveys for each of the cities. Accordingly, agency survey summary data table figures found in Appendix B refer to surveys completed only. (c) Actual information obtained on each survey varied depending on which staff member answered the survey. Although every effort was made to contact center directors, often this was not possible. This seemed to particularly affect data regarding familiarity/cooperation with 4-C; for example, in larger organizations the director might be working with 4-C on a community-wide matter while an assistant teacher who answered the survey would not be aware of the agency's cooperation with 4-C. Summary data tables for all agency survey data are found in Appendix B. These tables include Number of Agencies Identified and Number of Surveys Completed (B-1), Number of Children Served and Number of Children on Waiting Lists (B-2-6), Familiarity with 4-C (B-7-11), Agency Referral Patterns (B-12-20), and Services Needed in the Various Communities (B-21-30).

(6) Visibility Data: In order to document each 4-C's efforts to become a visible part of its community, monthly data were collected regarding the number of citizens contacted, the number of agencies contacted, the number of meetings held, the number of workshops held, the number of contacts with the media, and other contacts. Appendix A, page A-13, is a copy of the Visibility Data Form used to record this information. Accuracy in completing these forms varied and seemed particularly dependent on the quantity and quality of each On-Site Research Assistant's contacts with the 4-C program as well as the diligence of 4-C staff members in recording such contacts. The following chart indicates the number of Visibility Data Forms forwarded by each city.

City	# VI Forms Received	Months Received
Athens	16	1-5,7-12/73; 1-5/74
Edinburg	21	6-12/72; 1-6,9-12/73; 1-4/74
Juneau 4-C	6	2,7,9-11/73; 2/74
Juneau FSC	16	2-12/73; 1-4/74
San Antonio 4-C	22	7-12/72; 1-12/73; 1-4/74
San Antonio (Mirasol)	20	7,8,9,12/72; 2-12/73; 1-5/74
Winston-Salem	22	7-12/72; 1-7,9-12/73; 1-5/74

Appendix B, pages B-52-58, contain summary tables of all Visibility Data received from each of the five cities during the funding period.

Given the above background, this section presents each of the five pilot programs from the perspective of the core evaluation questions. The Introduction to each question briefly describes which information and/or data is specifically relevant in answering the given evaluation query. Any particular strengths or weaknesses of the data as obtained for each city is also included. Cross-program summary and integrative comparisons are then made.

A. In what ways has 4-C defined the child care needs in the community as well as the services available?

The following information and data are brought to bear in answering this question for each of the 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports, Agency Surveys I-V, Interview on Child Services. The Research Assistant Monthly Evaluation reports and the Site Visit reports provided information regarding surveys and other activities undertaken by each 4-C to determine needs and resources as well as actual results obtained. Agency Survey Data regarding needs and resources and Interview on Child Services data regarding needs are cited to corroborate these efforts. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

The defining of child care needs in the Athens-Clarke County community by this 4-C was accomplished on two levels. In the expected sense, 4-C gathered demographic information based on the 1970 Census which was used to define child care/development needs by comparing population concentration with services available. Another aspect of this endeavor was the cataloging of services available to consumers as well as listing all agencies that were in some way related to child care/development services.

The Athens-Clarke County contracted to provide direct services as well as endeavor coordinative activities. Because of the commitment made to the 600 MNA children, this 4-C also made provision for defining the child care needs in the community in terms of the deficiencies found in the services provided by child care/development relative to the needs of the particular children served. Athens-Clarke County 4-C made a determined effort to screen the children in its programs for health, psychological, educational needs. Services were expanded on a limited basis, owing to insufficient initial funding and subsequent fund reductions, to other sectors of the child care/development community. Many programs assumed screening responsibilities largely through the comprehensive services that were provided by the Athens-Clarke County 4-C which underscored this need.

Near the close of the FY-3 the Athens-Clarke County 4-C dispatched "The 4-C Survey" to 1600 members of the Athens-Clarke County Community who were clustered in three groups: (1) Child care center staff in private, federal, school, and church affiliated child care programs, (2) parents of preschool age children currently enrolled in child care programs represented under the above categories and, (3) citizens or those employed by social service agencies, including city and county officials. The trend recognized in the data was that those who responded were favorably disposed to the efforts of 4-C in defining and serving the needs of children in the community. However, in consideration of that data it must be noted that in a time of clear 4-C crisis, only 25 per cent of the 1600 persons polled responded.

The Agency Survey Summary Data (Appendix B, p. B-2) pointed up gains in non-profit and private day care in terms of numbers of children served from Survey I to Survey III; however, both forms of child care/development services showed a decrease for Survey V. The non-profit decrease was attributed to the loss of funding for many child care/development projects. Perhaps increased operating expenses, a serious concern among private day care operators identified by 4-C, took a toll with these services. The very large increase in number of children served under Direct Services reflected the increased responsibilities of the Clarke County Health Department primarily resultant from the 4-C efforts to satisfy needs with respect to health screening and immunizations.

It was noted in the data provided in all Agency Surveys (Appendix B, p. B-21) that day care continued to be the priority need among agencies surveyed. The EPPC Interview with Participating Citizens data (Appendix B, p. B-31) provided an additional source of confirmation regarding the accuracy of the Athens-Clarke County 4-C's efforts in defining the needs of preschool children.

2. Edinburg-Hidalgo County 4-C

During FY-1 the Hidalgo County 4-C subcontracted a comprehensive survey of preschool services available in the area. This survey, completed in May, 1972, included the identification of all agencies involved in preschool programs; their source of funding; the geographical area served; program objectives and eligibility criteria; staff development procedures; availability of facilities and equipment; follow-up services; and research and evaluation procedures. Also during FY-1 the 4-C staff itself performed a survey of all privately licensed day care programs in the County and a survey of all church related preschool programs in the County. The need for day care was identified by these surveys as a primary one, and the majority of 4-C efforts were to be directed toward the expansion and coordination of such services. During the Spring of 1973, when efforts toward obtaining increased cooperation and/or funds for day care continued to be frustrated, and based upon a broader interpretation of 4-C's role as a general child advocate, the 4-C staff became aware of the County's drop-out problem. Statistics were then compiled regarding needs and resources for drop-out programs in the County. Although no other formal surveys were undertaken, 4-C continued to apprise itself of all services for children 0-18 years on an informal basis.

Data from Agency Surveys I-V indicate that day care was also considered a primary need during the entire time 4-C was operational in Hidalgo County.

On Survey I, 32 of the 52 respondents replied regarding the need for additional services and 16 indicated a need for day care. On Survey II, 35 of the 48 respondents answered this question and 22 cited the need for day care. Only 16 of the 53 respondents answered this question on Survey III but 7 mentioned day care. Response to this question was again low on Survey IV: of the 51 respondents, only 14 answered the question but each cited the need for day care. Finally, on Survey V, 37 of the 53 respondents replied regarding the need for services and 12 again mentioned day care. The need for medical services and before and after school/summer recreation programs and facilities for older children were also consistently mentioned on all the surveys. Drop-out counseling was cited by only one respondent on Survey V as a needed service. (See Appendix B, pages B-23-24 for summary data).

Eleven Interviews on Child Services were completed during the evaluation period (February, 1973 - 3; March, 1973 - 5; January, 1974 - 3). All of these respondents were parents of children participating in the ACCEDC Child Development programs. Those 3 who discussed the need for further services focused on the expansion, improvement, and continuation of day care and preschool programs for all children (see Appendix B, page B-47).

3. Juneau 4-C

Due to the problems the Juneau 4-C experienced in relation to Model Cities in the provision of day care, no needs and/or resource assessment activities were undertaken until FY-3. In the Spring of 1974, 4-C and the FSC sponsored a comprehensive needs assessment in the area of mental health. At the time of this report, the results of the needs assessment survey had not been compiled. The purpose of the assessment was to form the basis for multiple grant proposals. The FSC conducted both formal and informal survey activities in the areas of drug abuse and mental health, but not in day care. In fact, it appears that 4-C based its assumptions on the needs for day care on informal data gathering channels, on the 1969 survey of the child care situation in Juneau conducted by the Day Care Committee of the Health and Social Services Task Force of the Juneau Model Cities Program, and general community surveys made available to 4-C and FSC staff. These studies have multilaterally emphasized housing, drug and alcohol abuse, coordinated youth projects, and day care for native children as key needs of the community.

During FY-2 and FY-3, the agency surveys conducted by the EPPC evaluation team indicate that the need for day care increased with the cessation of Title IV-A funding. In Agency Survey III, 21 of 23 agencies cited the need for additional services and 8 agencies cited the need for day care. As indicated in Agency Survey IV, 15 out of 23 agencies felt additional services were needed and 9 agencies cited the need for day care. In Agency Survey V, 23 out of 26 agencies cited the need for additional services and 12 agencies cited the need for additional day care. The general trend from these data is that the need for day care is being increasingly felt. Other services consistently mentioned include medical services, psychological services, counseling services, and residential services. Appendix B, page B-25 contains summary data regarding services needed as cited by agency respondents for Surveys III-V.

The need for more day care following the cessation of Title IV-A funds was also shown in the length of waiting lists the non-profit day care centers indicated on EPPC Agency Surveys III-V. In Survey III, these five agencies had a combined waiting list of 51 children and in Survey IV, these five agencies had a waiting list of 209 children. Although in Survey V, no children were reported to be on a waiting list, the number of non-profit day care providers had decreased and the waiting list for private day care services increased. Appendix B, page B-4, contains summary data regarding agency waiting lists in Juneau.

4. San Antonio - Bexar County 4-C

During FY-1, while the Bexar County 4-C was undergoing redevelopment, no formal surveys of needs and resources were undertaken. Rather, the need for day care, particularly for AFDC families, was assumed a priority activity. The Planning Proposal developed by 4-C staff late in FY-1, however, did make provision for such surveys. Survey plans in the areas of both service and training needs and resources were in the design stage during FY-2 when IV-A funding revisions curtailed their completion. Two surveys were finished during FY-2: one was a study of the day care needs and resources in the River Corridor Area aimed to assist planners wishing to develop that area, and one was an identification project in which all day care centers were located in relation to their catchment areas by census tract. The latter survey thus revealed priority areas of the city in need of day care. In addition, a program of regular surveying was conducted in connection with those contacting the Bexar County 4-C regarding the establishment of a IV-A program. Before each new 4-C/IV-A program was pursued, 4-C staff supervised a survey of neighborhood needs and resources in order to estimate the feasibility of such efforts. The surveying of training and technical assistance needs and resources also became a regular Bexar County 4-C activity during FY-2.

In addition to keeping a regular schedule of surveying in connection with potential IV-A programs and training and technical assistance matters, during FY-3 the Bexar County 4-C cooperated with the San Antonio Community Development Program to map child care resources in San Antonio. This map was distributed in the Spring of 1974. Four-C staff also assisted the Urban Studies Department of Trinity University in its Urban Studies 1970 Census Analysis Project which included an analysis of day care needs and resources in the County with an emphasis on the needs of low income families. Also during FY-3, the 4-C Director attended two forums and hearings on community needs sponsored by the Texas

Department of Community Affairs. At the close of FY-3, 4-C staff were planning a comprehensive survey of day care needs and resources in cooperation with the San Antonio Association for the Education of Young Children (SAAEYC) and the American Association of University Women. Mirasol Demonstration Staff, through their constant contact with housing project families, assessed need for services on an informal basis throughout the reporting period. Day care and before and after school programs were consistently identified by all surveys as prime needed services for children in Bexar County, thus confirming the priority of 4-C activities. EPPC evaluation data, as detailed below, also confirmed these priorities.

Given a city as large as San Antonio and the scope of EPPC evaluation capabilities in regard to agency surveys, it is quite unlikely that all child-serving agencies in the community were identified and contacted. Particular attention was given to identifying and contacting day care and preschool programs. Although the identified number of agencies serving children increased during the reporting period, the number of surveys actually completed did not (See page B-1). Even given the reduced number of completed surveys, however, the numbers reported as waiting for services remained constant. One would assume from this that the need for children's services was increasing faster than such services were being developed. (See Appendix B, page B-5, for summary data regarding numbers served and numbers waiting for services for all five of the agency surveys conducted in San Antonio). Further, the need for all types of day care was consistently mentioned as primary on all surveys. Infant, exceptional child, and temporary day care were particularly mentioned. The need for after-school and summer programs and parent education were also consistently enumerated. (See Appendix B, pages B-26-B-28, for summary data regarding services needed as identified on all five of the San Antonio agency surveys conducted). Thus, it can be seen from agency survey data that the need for child care services remained strong during the reporting period as was identified by Bexar County 4-C personnel. It should also be mentioned that the Bexar County 4-C sponsored the initiation of both infant day care and before and after school programs, two other services consistently needed the San Antonio community.

Fifty-four Interviews on Child Services were forwarded to the evaluation team from August, 1972 through April, 1974. All parents interviewed had children participating in 4-C/IV-A programs. Since these people were already receiving day care services, their comments regarding service needs were directed primarily toward improved quality (e.g., public information, vision screening, space, personnel). Even so, of the 10 parents answering in regard to the need for additional services, 4 mentioned the need for increased day care.

5. Winston-Salem/Forsyth County 4-C

At the inception of 4-C in this site area a 1971 report made by the Learning Institute, University of North Carolina, was used as the basis for an assessment of needs for preschool children. In early 1972 the 4-C assessment regarding child care need in the community detailed the following deficiencies: (1) a majority of Forsyth County did not receive preschool programs, (2) three quarters of the target area children had no preschool program, (3) there were no services available for one, two and three year old children.

In the two and one half years of **Winston-Salem/Forsyth County 4-C** existence many surveys of child care/developement agencies and services available were completed. The information conveyed in these reports served as the prime basis for many funding attempts by various child care/development agencies and culminated in **a** "Child Care Package" submitted to the city by the joint venture which included all child care/development concerns in the city and county.

Mountainous volumes of data were collected, efficiently synthesized and disseminated to the community by the Forsyth County 4-C. Evidence is clear that many agencies sought the services of 4-C in this regard, both participating in and supporting the 4-C clearinghouse function. Although continuity was lost due to the On-Site Research Assistant's handling of collection, clear trends are present in both the Interview with Participating Citizens and Interview on Child Services that 4-C was viewed, as time progressed from December, 1971 to May, 1974, as a place for concise, current information regarding child services in the community (See Appendix B, pages B-42-45 and B-51).

Over the reporting period the number of children served and the size of lists grew. An exception is noted with regard to Survey V (See Appendix B, page B-6) where a large drop in waiting list numbers and a small drop in total children served occurred. A possible explanation may be that at the time of Survey IV (May,1973) the state of North Carolina was in the process of developing a state-wide kindergarten system. Sensitivity regarding child care/ development needs was particularly high. For this reason the numbers reported may have been spuriously high.

In the period between Survey IV and Survey V the statewide kindergarten program was instituted. Many children who were served by private or public assistance day care programs were provided an additional option. The public school kindergarten certainly influenced the data; however, disregarding the extremely high figure of Survey IV, a trend towards increasingly large waiting lists prevailed.

It should be noted that the public kindergartens were not sampled and that despite the additional availability of slots afforded by the kindergartens, private and public assistance child care/development services continued to enlarge in terms of both numbers served and numbers waiting to be served.

6. Summary

The definition of community child care needs and resources received considerable attention from each of the 5 pilot programs, particularly the Clarke County 4-C, the Bexar County 4-C, and the Forsyth County 4-C. The Athens-Clarke County 4-C independently performed direct surveys of community needs and resources and also identified such needs specifically in regard to individual children through the day to day operations of its day care program and attendant services. The Bexar County 4-C supervised the collection of data in connection with the development of each of its subcontracted programs and worked cooperatively with several other agencies to comprehensively document the needs of the entire community on a regular basis. The Winston-Salem/Forsyth County 4-C compiled such extensive data in the area of community reeds and resources that it became a prime clearinghouse for such information to the entire community. The Edinburg-Hidalgo County 4-C subcontracted one county-wide survey during FY-1 and later collected some statistics regarding the drop-out problem of the County. The Juneau 4-C performed no surveys, however this 4-C and the Family Service Center which it operated did perform a comprehensive community survey regarding mental health needs during FY-3.

B. In what ways has this 4-C expanded the number and types of services available?

The following information and data are brought to bear in answering this question for each of the 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports, Agency Surveys I-V, Interviews with Participating Citizens. The Research Assistant Monthly Evaluation reports and Site Visit reports provided information regarding each 4-C's activities (through the coordination of or delivery of services) aiming to expand the number and types of services available. Agency Survey data regarding new services available and greater numbers served and Interview with Participating Citizen data regarding 4-C's ability to provide more services is cited to corroborate these efforts. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

In FY-1, the Athens-Clarke County 4-C began operations by contracting to service 600 MNA children. From that point to the end of FY-3 this 4-C was faced with a constant battle to maintain financial stability. Title IV-A fund reductions early in FY-2 forced the Clarke County 4-C into a search for funds in which it was never successful. Consequently, a bonafide offensive was never launched in an attempt to expand services.

Under the constricted budgetary conditions to which this 4-C became subjected, it was remarkable that accomplishments were made at all. The Athens-Clarke County 4-C did provide quality day care/child development services to children under the conditions of the contract with Model Cities. The medical services, screening, training programs for staff and general enrichment 4-C provided for target children as well as children in sectors of the child care/development community should serve as a model for quality provisions.

The services that 4-C provided may not have advanced the numbers of day care space available; however, the many ancillary services freed centers from much of the financial burden for services other than sustenance. Thus they were able to remain functioning because of the supplemental nature of 4-C support.

4-C held the responsibility for the Title IV-A screening. In the process of this function a need for expanded programs was clearly indicated; however, at a time of reduced funding, day care/development services were in the process of attenuation. 4-C worked in earnest to create new day care situations for the many children who were turned out of programs as a consequence of the new IV-A guidelines. Private homes were located and licensed to operate as bonafide day care services; however owing to bitter feelings and unwillingness to pay for services that had accepted as given by parents earning marginal incomes, these homes were never used.

The Athens-Clarke County 4-C, primarily through the Parent/Community Involvement Coordinator and the Social Services Coordinator, worked through citizen groups in efforts to bring about expansions in day care/child development services on both the local and national fronts and attempts were made as a single unit and in conjunction with other service agencies to gain funding from the city and county for the expansion of day care with no visible returns for the effort.

Although day care slots in Clarke County appear to be diminishing (see Appendix B., p. B-2), the services rendered children attending the remaining programs as well as all other county children have been increased. Largely through the efforts of 4-C, the Forsyth County Health Department has assumed responsibilities for screening and immunizing preschool children. Advances in dental screening programs as well as vision, speech and hearing, and psychological screening were also by-products of the comprehensive services included in the

Athens-Clarke County 4-C program.

The Interview with Participating Citizens data received (Appendix B., p. B-31) demonstrated the strong recognition of the 4-C medical services aspect as well as the Early Childhood Resources Center. It was clear that these expanded services had impact on the community.

2. Edinburg-Hidalgo County 4-C

Although the Hidalgo County 4-C initiated several grant attempts in order to expand the number and types of services available, to date none of these efforts has resulted in the receipt of funds. Consideration was given to the following projects: family day homes (FY-1), drop-out research and services (FY-2-3), child abuse and neglect services (FY-3), children and TV research (FY-3), child development and the family research (FY-3); however, none of these efforts resulted in specific project proposals. Proposals were written to expand day care services (FY-1-2-3), develop an infant tracking system (FY-1), and sponsor a series of conferences on educational problems and interagency solutions (FY-2); but none of these were funded. A $25,000 seed grant was obtained from the Moody Foundation at the end of FY-1, but the necessary matching monies were never obtained. A final grant, written during FY-3 in cooperation with MH-MR to provide direct and liaison services for families with a retarded child is still under consideration by OCD. If funded, 240 families will receive this service, which is an expansion of the Family Impact Pilot Project now being sponsored by MH-MR. The one coordinative effort undertaken by the Hidalgo County 4-C during the grant period, that of working with the 14 County ISDs and the ACCEDC Child Development Program to increase the school districts' commitment to serve five-year olds and thus create more slots for three and four-year olds in the child development program, resulted in the expansion of services to 250 children (FY-3).

It is difficult to make generalizations regarding changes in services available or numbers served from Agency Survey data for Hidalgo County. New agencies were rarely identified and then it was difficult to ascertain whether they were new services or previous programs newly identified. In addition, school districts were not included on the survey so that the expansion of services to five-year olds can not be validated. The number served and the number of children waiting for services varied considerably among the surveys and depended greatly on which agencies responded: on Survey I, 52 agencies reported serving 14,681 and having 542 on their waiting lists; on Survey II, 48 agencies reported serving 9,401 children and having 5,835 on their waiting lists; on Survey III, 53 agencies reported serving 5,104 children and having 7,460 on their waiting lists; on Survey IV, 51 agencies reported serving 6,879 children and having 572 on their waiting lists; and on Survey V, 53 agencies reported serving 11,830 children and having 935 on their waiting lists. Appendix B, page B-3, contains complete summary statistics regarding number of children served and number on waiting lists as reported on each of the five Hidalgo County 4-C Agency Surveys.

Interview with Participating Citizen data is available for three months of the reporting period (July, 1972 - 3; April, 1973 - 2; November, 1973 - 2). In answer to the question regarding 4-C's ability to help provide more services for children, only 2 of the 7 respondents replied that 4-C was providing more services, citing the coordinative agreements between the ISDs and the ACCEDC Child Development Program. The 3 respondents who indicated that 4-C was failing to provide more services cited the following reasons: (1) lack of funds, (2) organizational and reorganizational efforts, (3) that 4-C was not intended to provide direct services. Appendix B, page B-33 contains further summary of these interviews.

3. Juneau 4-C

Prior to OCD funding the Juneau 4-C had obtained monies in the amount of $200,000 to provide day care services to the children of Juneau; however, these monies were returned to Model Cities in March, 1973. In the three year FSC grant period, several proposals were written in order to expand the number and types of services available in addition to those funded by OCD monies, but to date only one of these efforts resulted in the receipt of funds. This was the proposal to place a Community Services Specialist in the Totem Center. No funds for the continuation of the Totem Center or a proposed Youth Service Bureau were located, however, and the position of Community Services Specialist was still vacant at the time of this report. Funds for a Hotline/Crisis Intervention service were applied for as a part of both the drug/alcohol and youth services programs; however, this service too went without funding.

It is difficult to make accurate generalizations regarding changes in services available or numbers served from Agency Survey data for Juneau. New agencies were rarely identified and even when they were identified it was difficult to ascertain whether they were new services or previous programs newly identified. In addition, the great variation in the numbers of children waiting for services from survey to survey indicates an instrument reliability problem more than valid measures of need for additional day care. In spite of these weaknesses, it would appear that by the time of Survey V, substantially more children were being served and that fewer were having to wait for these services. On Survey III, 22 agencies reported serving 1915 children and having 180 on their waiting lists; on Survey IV, 22 agencies reported serving 3077 children and having 344 on their waiting lists; and on Survey V, 28 agencies reported serving 4385 children and having 73 on their waiting lists. Appendix B, page B-4 contains summary statistics regarding number of children served and number on waiting lists as reported on each of the three Juneau Agency Surveys.

Interviews with Participating Citizens data is available for February, 1973, through March, 1974. In these data it is evident that, in spite of occasional sparce attendance at meetings, 4-C was viewed as having a positive contribution in the community in terms of accomplishments, important decisions, and relevance to community needs. Appendix B, page B-34, includes a summary of these data.

4. San Antonio-Bexar County 4-C

The main mechanism employed by the Bexar County 4-C during the reporting period to expand the number and types of services available was to aid interested parties in the development of Title IV-A programs aimed primarily toward AFDC families. In FY-1, 4-C served as primary contractor for day care programs for 217 children. By the close of FY-3, 4-C was serving as primary contractor for a variety of programs (child development, infant day care, exceptional child day care, after school, and summer) for 645 children. This represented an increase of services to 428 children. During FY-2 and FY-3 this 4-C also became interested in the need for services by abused children and their families. In cooperation with the Child Abuse Council of San Antonio, a grant was written to initiate a city-wide program; unfortunately, funds have not been received to date. Although difficult to assess, this 4-C also extended services by offering information and technical assistance to many interested in initiating day care who did not choose the IV-A method of funding. Although such contacts were not followed up consistently, during FY-3 the Bexar County 4-C provided information to Santone Industries who later developed a day care program for its employees. The Mirasol Demonstration in Cooperative Child Care is an extension of services to the community as provided by 4-C. The Mirasol Mother's Club, Sitter's Club, and the Toy Lending Library all added to the services available to Mirasol Project residents. The Mirasol Demonstration also aided in the extension of services of such agencies as Project Avance, the YWCA, and Head Start by cooperating with them.

Because of tne discrepancy between agencies identified and agencies contacted on the five surveys, figures regarding new services and numbers served in San Antonio are difficult to ascertain. In addition, problems exist in ascertaining whether new agencies are newly identified for survey purposes or newly created. Given these constraints, San Antonio data do indicate an increasing number of children's services identified up until Survey III. (December, 1972-177 agencies). After that time, the number of agencies identified declined, and by Survey V (May, 1974), 160 agencies were identified. Although the time of this decline correlates with changes in IV-A requirements, it is difficult to deduce if IV-A guideline changes accounted for the reduction. For further summary data regarding agencies identified/contacted, the reader is referred to Appendix B, page B-1. Summarization of numbers served as reported on each of the five San Antonio Agency Surveys is found on page B-5. The variability of these numbers renders the discernment of any trends inappropriate.

Fifty-six Interviews with Participating Citizens were forwarded to the evaluation team from August, 1972 to May, 1974. In answer to the Question "Is 4-C helping to provide more services for children in your area?", 39 replied yes, 5 replied no, and 11 did not answer the question. Listed among those services 4-C was helping provide were day care (27), general children's services (4), grant writing (2), employment opportunities (2), health services (1), dental services (1), citizen education (1), and coordination (1). Those who replied negatively to the question did so primarily in regard to the fact that more services are still needed. (Appendix B, pages B-37-B-41 contain further summary data regarding those Interviews with Participating Citizens received).

5. Winston-Salem/Forsyth County 4-C

The Winston-Salem/Forsyth County 4-C provided variations of support ranging from minimal to maximal in the drafting of several proposals designed to increase the number and types of services available in the community. The information collected by 4-C which was of major relevance in defining the child care/development needs of the community also served to arm drafters of proposals with information regarding community requirements.

During the Title IV-A fund crisis 4-C played an active role in assessing the effect of funding reductions and acted, in the capacity of a coordinator, to bring the necessary agencies together to avert a substantial drop in day care services. Other coordination efforts on the part of the Winston-Salem/Forsyth County 4-C resulted in the bringing together of several agencies that had heretofore limited means of established communication patterns. The clumination of these coordinative efforts resulted in the formation of the Early Childhood Development Planning Agency, the "ideal" child care/development organization that demonstrated the cumulative effect of coordination in the presentation of the "Child Care Package" to the city government.

The active interest maintained in state-wide child care/development issues appears to have set the state of North Carolina in motion regarding these issues. 4-C was a charter member in the State-Wide Ad Hoc Committee of Professionals for Child Care Services, an organization that began at the grass roots level and presented a resolution before the State Assembly in scarcely over a year's time. Perhaps the entire credit for a state-wide kindergarten program cannot be given to the Winston-Salem/Forsyth County 4-C; however, the active child advocacy role on both a local and state-wide level that this 4-C conducted provided margin for a questioning of the coincidence between the appearance of a state funded kindergarten program in North Carolina subsequent to the initiation of the 4-C program.

Final Forsyth County 4-C activity as reported in July, 1974 indicated continued dedication to the expansion of services. This 4-C was working closely with Manpower Training to provide day care for participants. Additionally, 4-C had cooperated with city and county representatives to obtain a$7,664 Manpower grant to provide a variety of summer activities to 2,300 children aged 6-13 through the Recreation Department.

Agency Survey Summary Data (Appendix B, p. B-6) document the expansion of day care/child development services in Winston-Salem/Forsyth County from December, 1971 to May, 1974. In addition, the subjective data collected in the form of Interview with Participating Citizens and Interview on Child Services (See Appendix B,pp.B-42-45;B-51)lend credence to the position that 4-C was influential in the expansion of day care/child development services. Of particular significance is the proliferation of referrals to 4-C by private day care agencies apparent in Survey B (See Appendix B, p. B-19). The implication made apparent is not only the strong recognition 4-C enjoyed among the private sector, but its utility in the acquisition of day care/child development services.

6. Summary

Title IV-A funding criteria changes effected in November, 1973 curtailed considerably the ability of each of the 5 pilot 4-C programs to expand the number and types of services available to their respective communities. The Athens-Clarke County 4-C operated a program for 600 children at the beginning of FY-1, offered supplemental services (especially medical) to other agencies, and attempted to develop in-home services for children who later were no longer eligible under new IV-A guidelines. By the end of FY-3 this agency was in danger of returning to a voluntary status due to inability to locate comprehensive continuation funds. The Edinburg-Hidalgo County 4-C lost Model Cities operating funds due to the IV-A criteria changes excluding planning as acceptable activity for monies. Although this agency was also unable to obtain continuation support, of its many efforts to expand services it had been successful in negotiating coordinative agreements between the Head Start and School District programs to provide services to 250 additional 5 year olds, and a grant proposal to extend Mental Health-Mental Retardation Family Impact Services to 240 families was still under consideration.

The Juneau 4-C had developed child care services for 127 children but administrative difficulties with Model Cities combined with IV-A criteria changes resulted in the loss of fiscal control of these services by 4-C and a decrease in the numbers served. In joint effort with the Family Service Center and other agencies, this 4-C continued in the attempt to expand services while operating as a small voluntary organization; however, by the end of FY-3 only one grant had been funded for a Community Services Specialist (youth counselor) and the FSC was expected to terminate due to inability to locate continuation monies. Direct documentation of the San Antonio-Bexar County 4-C's accomplishments in terms of expansion of number and type of services is available. During the reporting period this 4-C extended services to 428 children in a variety of programs including day care, exceptional child day care, infant day care, and after school and summer programs. Efforts comparable to those of the other 5 pilot programs were also evident in the provision of technical assistance to others interested in initiating day care, the provision of coordinative services, and the writing of several grants, particularly for IV-A monies and OCD monies for child abuse services. The Mirasol Demonstration Project in Cooperative Child Care was an additional expansion of services to the children of San Antonio as effected by this 4-C. The culmination of Winston-Salem/Forsyth County efforts in the area of service expansion will be evident in 1975 when the city and county government funds a "Day Care Package" designed to comprehensively expand day care services on a priority basis to the children of Winston-Salem. 4-C staff were instrumental in working with others to develop and present this package.

C. In what ways has 4-C increased citizen participation and support for child care services?

The following information and data are brought to bear in answering this question for each of the 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports, Interviews with Participating Citizens, Visibility Data, Agency Surveys I-V. Research Assistant Monthly Evaluation reports and Site Visit reports provide information regarding actual activities undertaken to increase citizen support and participation. Interview with Participating Citizen data regarding the role of citizens in 4-C meetings/activities, and Visibility Data regarding 4-C contacts with agencies, citizens, and the media is cited to corroborate these efforts. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

The parent involvement aspect of the Athens-Clarke County 4-C was one of its most positive assets. As the data in Appendix B (p. B-52) attest, large numbers of citizens were contacted monthly.

The major portion of the credit for the success of this operation belonged to the Parent Involvement Coordinator. There were also some built-in assurances of the success of parent involvement owing to the grass-roots nature of 4-C's inception in Athens-Clarke County and the fact that the Parent Involvement Coordinator was a prime participant in the all volunteer organization that gave birth to 4-C.

Many activities were geared specifically for the attraction of parents to involvement with the Athens-Clarke County 4-C. These activities ranged from the publication of a monthly (quarterly after funding cuts) news publication covering day care center news to "soul food" suppers and parents' nights at the 4-C center. The Community/Parent Involvement Coordinator's activities were legion with a broad-based support (See Section IV, A) and the likelihood of the survival of this 4-C as an all volunteer agency if the termination of funding becomes complete was much increased as a result of the efforts of the Community/Parent Involvement Coordinator.

The Interview with Participating Citizens (Appendix B, p. B-31) reflected strong parent interest in 4-C Board meetings primarily through high attendance. At times feelings appeared to be mixed in the sample of people surveyed regarding parent participation, a small number noted a lack of parent participation and the numbers of parents present at some meetings supported that notion; however, comments were noted regarding scheduling conflicts while the general trend in parent attendance remained comparatively high.

In terms of agency familiarity with 4-C, another assessment of community/ parent involvement, (Appendix B, p. B-7). it should be noted that 4-C was familiar to a large segment of the non-profit day care sector from the onset and by Survey II approximately 83 per cent of these agencies were both familiar and cooperating with 4-C. In the private day care arena familiarity came slower, but by Survey V 74 per cent of the private day care centers knew of 4-C and 63 per cent had entered into a formal agreement with 4-C.

The support of all the components of the Athens-Clarke County 4-C was necessary to gain the participation it enjoyed, but it was essentially on the ground-breaking efforts of the Community/Parent Involvement Coordinator that day care centers became aware of the offerings of the other components of 4-C. Achievements in this regard were vigorous.

2. Edinburg-Hidalgo County 4-C

Efforts aimed toward increasing citizen participation and support for children's services were most prevalent during FY-1 when the Hidalgo County 4-C staff was working to obtain full recognition and during FY-2 when interest in the drop-out problem of the County and subsequent research was initiated. The 4-C Council always maintained the appropriate number of consumer (parents) and supporter (interested citizens) in proportion to provider (agencies) representation. Ten of the County's 14 City councils endorsed 4-C as well as the County Commissioner. Public media were used to announce 4-C progress and meetings as appropriate. Four-C's participation in the Association of Social Service Agencies (began spring, 1973) and the United Fund in Edinburg (began spring, 1974) also provided constant opportunity to advocate for children's services. Finally, had any of 4-C's grant efforts been funded, avenues for creating greater citizen participation and support were to be increased.

Visibility data is available for the Hidalgo County 4-C for 21 months since June, 1972 (July, 1973; August, 1973; May, 1974 are omitted). Citizen and agency contacts varied considerably depending on 4-C activities themselves (ranges of 7-175 and 2-150, respectively), as did workshops (range 0-10), newspaper articles (range 0-15), and radio and TV announcements (range 0-2). The number of 4-C meetings held declined considerably over this time period: twice as many meetings were held from June to December, 1972 (10) as were held for the remainder of the grant period (5). Appendix B, page B-53, contains a complete summary of Hidalgo County 4-C Visibility Data received.

Interview with Participating Citizen data regarding the role of citizens in 4-C activities and decision making indicated that it was felt that citizens did participate in 4-C activities. Although only 7 interviews were completed during the reporting period (July, 1973 - 3; April, 1973 - 2; November, 1973 -2)

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it was felt that the citizens served by 4-C were adequately represented and that they participated freely in making meeting decisions (Appendix B, page B-33).

3. Juneau 4-C

Due to the lack of an On-Site Research Assistant until Winter, 1973, data are severely limited in regard to this 4-Cs efforts to increase citizen participation and support for children's services. Further complicating the evaluation picture is the dissolution of the Juneau 4-C administrative staff in March of 1973 and the infrequent Board meetings held by 4-C after the dissolution. In sum, the main focus of Juneau 4-C activities during the reporting period was that of developing its own constituency prior to being able to mobilize further community support. The one major activity undertaken by both the Juneau 4-C and the FSC was work toward the development of the Cedar Park Parents Organization which finally became operational during FY-3. Enlistment of citizen support was integral to the success of this endeavor. Finally, FSC staff efforts in the areas of mental health and drug/alcohol abuse included components designed toward increasing citizen awareness and support for these service needs of children and youth.

Visibility data are available for the Juneau 4-C for 15 months beginning February, 1973. Agency contacts and citizen contacts were listed as zero for all but three months, only three newspaper articles were written, eleven workshops were held, and 9 meetings were conducted. The record reflects the semi-active, volunteer status of the Juneau 4-C.

Visibility data on the Juneau FSC covers relatively the same period of time but reflects a highly active schedule. Reported were 24 to 125 agencies contacted per month, 15 to 83 citizen contacts per month, and 3 to 6 workshops per month. Not so frequent were general FSC meetings, radio and TV spots, or newspaper articles. Appendix B, pages B-54-55 contains a complete summary of Juneau 4-C and FSC visibility data.

Interviews with Participating Citizens data indicate a core of dedicated participants which grew slightly in number and which attended progressively more meetings over the course of the grant period. Basic data for these interviews are found in Appendix B, pages B-34-36.

4. San Antonio-Bexar County 4-C

From its inception the Bexar County 4-C was primarily an agency dominated organization. Founded by most of the powerful child-serving agencies in San Antonio, this 4-C has made steady progress toward increased citizen participation and support during the reporting period. At the time of IV-A regulation changes in November, 1972, 4-C encouraged public participation in efforts to maintain services to the children of San Antonio's poor families. 4-C also increased public awareness of the need for day care and attendant services when discussions were underway regarding the use of Revenue Sharing monies in San Antonio (August, 1973). During FY-3 an effort was made to increase citizen participation on the 4-C Board of Directors. Presently, one parent from each of the 4-C/IV-A agencies is represented on the 4-C Board and one Bexar County 4-C parent is a member of the State of Texas' 4-C Board. Since all the programs developed by this 4-C are primarily neighborhood based and operated, citizen participation and support became a constant objective. Four-C has also cooperated with a number of agencies to bring the need for services for abused children to public attention. While the Mirasol Demonstration was being initiated, several methods for creating citizen support and participation were employed, including radio announcements, the distribution of flyers, and an article in the Resident's Association Newsletter. Further mobilization of citizen support was elicted at the close of FY-3 when the issue of Mirasol Demonstration continuation became more prominent.

In answering the Interview with Participating Citizens question, "Did you feel that the citizens served by 4-C were adequately represented at the meeting?" 39 of the 54 respondents replied yes, 12 replied no, and 5 did not reply. Those who replied negatively to this question felt that greater parent representation was needed. In response to this problem, the Bexar County 4-C added more parent representatives to its Board during FY-3 and by the end of FY-3 this 4-C had the greatest proportion of Consumer Board members in its history. (See Appendix B, page B-37-41)

Visibility Data for the Bexar County 4-C indicated great variability in contacts made depending on prevalent activities. Agency contacts ranged from 338 in September, 1972, when 4-C was redeveloping its Council membership, to 12 in September, 1973 when the majority of efforts were devoted to planning and budgeting for the subcontracted programs for the coming year. Citizen contacts ranged from 670 in October, 1972 in regard to Council redevelopment to zero in those months efforts were primarily directed toward operational continuity. Similar variability was found in 4-C meetings (attendance range from 1-600), workshops (attendance range from 10-600), newspaper articles (0-6 per month), and radio and TV announcements (0-19 per month). Mirasol Visibility Data also indicated variability depending on activities. Citizen contacts were consistently higher than any other, indicating Mirasol Demonstration staffs close association with housing project residents. Radio announcements were also made regularly on a Spanish-speaking station in an effort to publicize Demonstration Project services. Monthly agency contacts ranged from 1 to 15; meetings and workshops were infrequent. Appendix B,pp. B-56-57, contains a summarization of Visibility Index Data received from both the Bexar County 4-C and the Mirasol Demonstration.

5. Winston-Salem/Forsyth County 4-C

Parent involvement was a particular problem for this agency owing to the diversity of programs in the county, some of which already had functioning parent groups. From the beginning of 4-C in December, 1971, there was low parent participation on the 4-C Board. Aside from a limited number of citizen contacts as noted on the Visibility Data (See Appendix B, page B-58) and a survey assessing the amount of parent participation in day care/child development programs, 4-C did little in this regard until the final evaluation period (July, 1973-May, 1974). The move in the direction of the Early Childhood Development Program left 4-C with the primary responsibility for involving parents in the Association. Four-C worked vigorously to involve parents in the new Association and increased participation was obtained.

The Interview with Participating Citizens and Interview on Child Services data (See Appendix B, pages B-42-45 and B-51) reflected limited participation from citizens; however, the quality of the responses should not be overlooked. The trend reflected strong, positive regard for the work of 4-C with particular references to the Project Coordinator. Additionally, the closer the period surveyed was to the inchoation of the ECDPA, larger numbers of parents were present at the meetings.

6. Summary

As mentioned in both the DCCDCA final report and the National Academy of Sciences Panel on the Assessment of 4-C report, the appropriate inclusion of parent/citizen participants is as difficult a matter as it is important. The Athens-Clarke County 4-C, particularly as it was initiated by a parent/citizen group, consistently showed the greatest amount of public participation and support of those 5 pilot programs under study. This was reinforced by the efforts of the 4-C Parent and Community Involvement Coordinator who worked continuously throughout the reporting period to maintain this high level of participation. Although the Edinburg-Hidalgo County 4-C had provision for sufficient parent and citizen participation in its activities, such participation (as well as agency cooperation) was not realized as expected when 4-C failed to obtain funds for additional services. Due to difficulties and the subsequent loss of its day care programs, the Juneau 4-C spent the majority of the reporting period undergoing internal reorganization. At the end of FY-3 this 4-C continued to be run on a voluntary basis by concerned citizens, parents, and agency representatives. The Bexar County 4-C made continual progress toward increasing parent and citizen support during the study period by contacting community and parent representatives to join 4-C during its redevelopment period of FY-1, by basing its IV-A programs on neighborhood support, by including more parents on its Board, and by publically calling attention to the need for children's services during the period when IV-A funding changes occurred (November, 1972) and later in regard to the allocation of City Revenue Sharing monies for child care (August, 1973). By the end of FY-3, this 4-C had the largest number of parent and citizen representatives filling Board positions in its history. The Forsyth County 4-C also made important efforts toward increased citizen/parent support, particularly by taking primary responsibility for the development of this component of the Early Childhood Development Planning Association.

D. In what ways has 4-C pursued obtaining new funds for children's services?

The following information and data are brought to bear in answering this question for each of the 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports. Both sources of information provide description of each 4-C's activities relevant to obtaining new funds as well as actual funds now made available to the community for children's services. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

Funding proved to be a severe struggle for the Athens-Clarke County 4-C. Once the initial addition of 600 day care slots was funded through the Model Cities contract, all further endeavors were attempts to stop the erosion of that gain. Early in the second fiscal year Title IV-A funding reductions were announced which soon deprived 4-C of the Model Cities funding for which it had been contracted to provide services for the 600 Model Neighborhood Area children of preschool age. To the end of the final year, this program struggled to maintain existence. Staffing reductions were made and some of the retained staff remained only on a part-time basis. Valiant efforts were made in this regard to keep the faith of the program that many Athens-Clarke County citizen volunteers had envisioned at the time they were assembling a 4-C program.

In the face of the Title IV-A fund crisis 4-C became aligned with other social service and child care/development agencies in efforts to present a consolidated, united front for the purposes of pursuing additional funding for programs. Through this coalition a $60,000 request for Revenue Sharing was made (reflecting a 25 per cent reduction in budget) for purposes of extending the 4-C program beyond the July, 1974 termination date. A proposal for an HEW/OCD Child Neglect/Child Abuse grant was drafted and submitted and preliminary arrangements were made with the State of Georgia to provide extended funding for the media center through the Special Education Projects divison. None of these resources funded 4-C.

Returns for the many 4-C efforts to acquire additional funding were (1) a $10,000 Revenue Sharing procurement from the Clarke County Commissioners which was granted to fund the continuance of the dental screening program and to reinstate the Social Services Coordinator to full time from part time status and (2) a June, 1974 $15,000 grant received from the County Commissioners to continue this 4-C on a limited basis while the search for continuation funds was pursued.

Again the secondary gains must be noted regarding the influence of the Clarke-County 4-C's ability to obtain new funds for children's services. The comprehensive health screening program that 4-C conducted and the information that was generated from that program regarding the needs of the Athens-Clarke County preschool population stimulated a mobilization of resources in the community which produced the inclusion of more comprehensive services to these children through the Forsyth County Health Department. The catchment figure for the Health Department in Survey V (Appendix B, p. B-2), as reflected in the quantum leap in Direct Services - Government and Private, demonstrated the impact of this important 4-C program. Interviews with Participating Citizens also reflected the extent of the health services program and its decided effectupon those surveyed (See Appendix B., p. B-31).

2. Edinburg-Hidalgo County 4-C

The Hidalgo County 4-C staff submitted several proposals during its three years of operation in an attempt to obtain new funds for children's services and continuation funds for itself. The following grants were written: (1) a proposal for a 600 slot child development system (submitted to a total of eight private foundations, FY-1-2-3), (2) a proposal for an infant tracking system (FY-1), (3) a proposal for a series of conferences regarding educational problems and interagency solutions (FY-2), and (4) a proposal to expand the Family Impact Project being offered by MH-MR (FY-3). Although $25,000 was obtained from the Moody Foundation for the child development system, no match monies were obtained in order to make use of these funds. The Family Impact Project is still under consideration by OCD and if funded would provide MH-MR with $192,000 for increased direct and liaison services for families with a retarded child. The availability of Revenue Sharing funds was pursued during FY-2, however, it was found that very few funds were being allocated to social services of any kind. Title IV-A criteria changes at the beginning of FY-2 resulted in the loss of $13,121 in 4-C funds during that year. Operating at a reduced budget for the remainder of the grant period, the Hidalgo County 4-C was terminated in June, 1974 due to lack of continuation funds.

3. Juneau 4-C

FSC staff, under the supervision of the Juneau 4-C Policy Board, submitted several proposals during their three years of operation. The following grants were funded: (1) additional monies to assure completion of the Cedar Park Facility which would house a day care center run by neighborhood women, (2) a $25,000 State grant to fund a Community Services Specialist position, and (3) $4,000 for short-term continuation of the Totem Center in FY-3 from the Law Enforcement Assistance Agency. This last-mentioned money was later returned because it was felt that the amount was insufficient to either operate the center or to sustain a funds search to possibly operate it in the future. Despite these efforts, at the end of the reporting period the Juneau 4-C was operating on a voluntary basis, the FSC had not received continuation funds and was scheduled to close, and the Community Services Specialist position was vacant.

4. San Antonio-Bexar County 4-C

Through its continued strategy of negotiating Title IV-A contracts for various children's programs, the Bexar County 4-C obtained approximately $813,530 in funds during the reporting period. IV-A funds were matched by both United Way and private donor monies for a total of $79,122 to provide day care services for 217 in FY-1; by FY-3 these funds had been increased to $992,652 which provided for day care, infant day care, exceptional child day care, after school and summer programs. Additionally the Bexar County 4-C brought OCD funds to the community for the operation of the Mirasol Demonstration Project in Cooperative Child Care which totalled $72,268 for the 3 year period. Finally, recognizing the need for Services for abused children and their families, this 4-C cooperated with the San Antonio Child Abuse Council to write a grant for city-wide services. Funds had not been received for this project at the end of the reporting period.

5. Winston-Salem/Forsyth County 4-C

The productivity of the coordinative function of the Winston-Salem/Forsyth County 4-C can not be over-emphasized with regard to increased funding of children's services. Efforts on the part of the 4-C staff resulted in pooling of resources which resulted in providing more services, holding the line during the Title IV-A funding crisis, and attracting new funds. Four-C met with public and private interests, exploring every possible channel through which funds and resources might flow. The major accomplishment with regard to funding came through 4-C's participating in the Steering Committee of the Early Childhood Development Planning Association. These efforts produced a "Child Care Package" that clearly defined the City and County obligation in a plan that made provisions for the utilization of Title IV-A funding. Four-C had contacted the Louisville, Kentucky 4-C, an operation established on IV-A monies, in order to provide the grounds for the "Child Care Package" presentation. The results of this endeavor will certainly have a pronounced effect on child care/development services in Forsyth County.

Other 4-C activities aimed to increase funding included salvaging of over $200,000 in lost Title IV-A programs through documentation of needs and coordinative efforts, coordinating the continuance of a day care scholarship program beyond the original phase-out date, working to utilize Manpower funding for day care center personnel training, coordinating with public and private agencies for the support and participation in child care/development programs, and obtaining $7,664 in Manpower funds for the initiation of a summer activities program for 6-13 year olds.

There was little provision in the evaluation component for the direct assessment of each 4-C's role in obtaining new funding. The Agency Survey Summary Data for Forsyth County (Appendix B, page B-6) revealed a constant increase in the number of children served over the course of the five surveys. Additionally, the Participating Citizens Interview (Appendix B, page B-42) contained references to the expansion of child care/development services perceived to be a result of 4-C's funding endeavors.

6. Summary

Although obtaining further monies was a prime objective for all the 4-C pilot programs under study, their ability to do so proved minimal in the face of Title IV-A funding criteria changes. The Athens-Clarke County 4-C received $10,000 in Revenue Sharing monies for the continuation of its dental screening program and the return of one of its staffing positions, but only received partial support ($15,000) for its own continuation beyond FY-3 of OCD funding. The Edinburg-Hidalgo County 4-C received a $25,000 seed grant from the Moody Foundation in order to initiate a comprehensive day care program for 600 children, but was unable to obtain matching monies as required. Although a grant to provide an additional $192,000 for the extension of MH-MR Family Impact Services was still under consideration at the time this report was written, the Hidalgo County 4-C had terminated due to lack of continuation funds. The Juneau 4-C returned its operating funds and disbanded its administrative staff during the reporting period and operated entirely on a voluntary basis through FY-3. Through its supervision of the Family Service Center's activities however, this 4-C and the FSC worked with other agencies to obtain $25,000 for a Community Services Specialist (youth counselor) position. Although a $4,000 grant was received from the law enforcement agency to operate a Juneau youth center, it was felt that these monies were insufficient to allow continued operations and the funds were not accepted. At the end of FY-3 the Juneau 4-C remained a voluntary organization and the FSC was terminating due to lack of funds. The Winston-Salem/Forsyth County 4-C aided in the maintenance of $200,000 in IV-A monies for the provision of day care services and other funds were located to continue a scholarship day care program to those children in need. This 4-C also worked to procure Manpower funding for day care personnel training and $7,664 was granted by Manpower during the summer of 1974 to provide a variety of services to 2,300 6-13 year olds as a result of 4-C grant writing efforts. The major accomplishment of this 4-C in terms of obtaining funds will not be apparent until later in 1974 however, when it is expected that the city and county governments will fund (in coordination with IV-A monies) a comprehensive program of child care/development services.

E. In what ways has inter-agency cooperation been increased through 4-C's efforts?

The following information and data are brought to bear in answering this question for each of the 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports, Agency Surveys I-V. Research Assistant Monthly Evaluation reports and Site Visit reports provide information regarding such relevant activities as the development of coordinative proposals and coordinative agreements, the actual coordination of services, the initiation of inter-agency councils, etc. Agency Survey data regarding familiarity with 4-C and agency referral patterns are cited to corroborate these efforts. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

The Athens-Clarke County 4-C had excellent cooperation from the day care centers to which it provided services and most other public agencies in the community. Early resentment among private day care center operators tended to temper over time (See Appendix B, p. B-7). The work of the Community/Parent Involvement Coordinator and the influence of the Early Childhood Resource Center were most helpful in this regard, not to mention the resources available through the Training and Technical Assistance Coordinator. Workshops conducted by the latter were certainly very effective in extending the services of 4-C to the private sector. Through the Training and Health components an excellent relationship was also established with many community agencies, including the Forsyth County Department of Health, the University of Georgia, the Vocational-Technical Institute, and Family and Children's Services.

Analysis of the agency referral patterns (See Appendix B, pages B-12-13) reveals a large amount of activity with respect to referral among the various agencies surveyed. Of particular note was a high number of referrals to 4-C by non-profit day care centers that climbed steadily from Survey II to Survey V where it was reported that 4-C was the most referred to agency. Also noted in Survey V was that for the first time in the short history of the survey, Direct Services - Government and Private reflected referrals to 4-C. This activity is most likely attributed to the health care cooperation that became established between 4-C and agencies providing those services.

The limited data collected of this 4-C by means of the Interview on Child Services demonstrated the coordinative success of 4-C activities in a large proportion of the responses (See Appendix B, page B-32). It should be noted, however, that in one interview the opinion was expressed that 4-C's inability to survive was due to 4-C's inability to mobilize the community.

2. Edinburg-Hidalgo County 4-C

The Hidalgo County 4-C was an interagency venture from its inception as several local agencies particularly the ACCEDC (OEO) and CDA (Model Cities), developed and supported 4-C's initial grant proposal. Also, the process of achieving full recognition during FY-1 required the signing of coordinative agreements by the majority of child serving agencies in the County. By the time full recognition was received, the Hidalgo County 4-C was endorsed by 10 of the County's 14 City Councils and the County Commissioner; 70% of the federal, state, and local monies allocated to preschool and day care in the County were represented on the 4-C Council. During FY-2 the Hidalgo County 4-C was instrumental in supporting the initiation of the Association of Social Service Agencies and the 4-C Assistant Director served as Secretary of this organization during its first year of operation. This agency provides an opportunity for increased communication and cooperation between the various social service agencies in the County. Also during FY-2, the 4-C staff was instrumental in working out those agreements between the 14 County ISDs and the ACCEDC Child Development Program which created 250 additional slots for children to receive educational services during FY-3. The exchange of records, teacher intervisitation, and follow-up were provided for by the 4-C staff. During FY-3 the 4-C Director worked with a group of local professionals to initiate a United Fund in Edinburg. Once established, this program will provide a local match in cooperation with local agencies to attract further funds for services. Certainly all those grant projects considered by 4-C would have included cooperative agreements and arrangements had they been funded. At present only the Family Impact Project could formally increase interagency cooperation. This would be primarily through liaison services which aim to better link families with a retarded child, MH-MR, the State Training School for the Retarded, and other local services.

Agency Survey I-V data indicate that those agencies responding maintained a general familiarity with 4-C over the three-year period: 34 of the 52 agencies responding to Agency Survey I replied that they were familiar with 4-C, 34 of the 48 agencies responding to Survey II were familiar with 4-C, 37 of the 53 agencies responding to Survey III were familiar with 4-C, 36 of the 51 agencies responding to Survey IV were familiar with 4-C, and 35 of the 53 agencies responding to Survey V were familiar with 4-C. A smaller but generally consistent percentage of these agencies reported cooperation with 4-C. Appendix B, page B-8 contains total summarization of agency survey data regarding familiarity with the Hidalgo County 4-C.

In general, Agency Survey II-V data regarding interagency referral patterns indicate that agencies who referred did so to other agencies performing similar or directly related services. It is difficult to ascertain an increase in referrals from the data, particularly as information regarding referrals was not collected from the 18 ACCEDC Child Development Programs for Surveys III and IV (summary data were used rather than individual center data). Comparisons of Survey II and V, however, did indicate a slight increase in referrals: 38 of the 52 agencies responding to Survey III made 102 referrals, and 45 of the 53 agencies responding to Survey V made 107 referrals. In addition, it should be noted that the Association of Social Service Agencies was mentioned as a referral agency by six respondents to Survey V. Given that 4-C was a founding member of this organization, it is a positive indication of efforts to increase general interagency cooperation. Appendix B, pages 14-15 are specific summarization of agency survey data regarding agency referral patterns in Hidalgo County.

3. Juneau 4-C

The Juneau 4-C was an interagency venture throughout much of its history and attempted to remain so until the dissolution of its administrative staff. The FSC attempted to continue with the interagency concept through its efforts toward formation of the multi-service center. The FSC, by its continual information, referral, and advocacy service, constantly sought ways in which agencies in the community could cooperate with each other to better serve clients. Efforts were expended to develop an inter-agency council. In addition, much energy was spent in cooperating with several community agencies in grant writing activities for alcohol and drug abuse programs.

Agency Survey III-V data indicate that those agencies responding maintained a general familiarity with 4-C over the evaluation period: 18 out of 22 agencies responding to Agency Survey III replied that they were familiar with 4-C, 17 of the 22 agencies responding to Survey IV were familiar with 4-C, and 22 of the 28 agencies responding to Agency Survey V reported familiarity with 4-C. Appendix B, page 9 contains further summarization of agency survey data regarding familiarity with the Juneau 4-C.

In general, Agency Survey III-V data regarding interagency referral patterns indicate that private day care facilities were beginning to make more referrals to a more varied range of agencies in the community. Inferences beyond this general level are tentative, however, and the interested reader is referred to Appendix B, page 16 for further study.

4. San Antonio-Bexar County 4-C

In a city of noted interagency rivalries, the Bexar County 4-C has done much to improve interagency cooperation over the 3 year study period. During the FY-1 redevelopment of the 4-C Council, all child serving agencies were invited once again to make firm committments to the ideal of cooperative services. In addition, one of the main planning activities during that year was the cooperative development of a rural counties 4-C operation. Throughout the funding period those agencies subcontracting IV-A programs through 4-C certainly increased their cooperation with each other as they met regularly on matters of mutual concern. Joint staff training and toy purchasing among the centers are but two examples of this cooperation. Contact with the Work Incentive program resulted in the placement of trainees in some of the 4-C programs. The surveying and use of the various training and technical assistance resources in the community resulted in new contacts for both 4-C and others. For example, Trinity University Education of the Deaf students and Our Lady of the Lake Child Development students were allowed to observe in 4-C/IV-A settings in order to obtain observational/evaluational experience. In cooperation with San Antonio College, 4-C developed a 3 credit 1 semester course on Early Childhood for 4-C subcontracted program personnel. A sequel course is also to be offered regarding curriculum. The development of the Child Abuse Council of San Antonio, which has representatives from several community resources, is another indication of increased interagency cooperation aided by this 4-C. The plan for use of Revenue Sharing monies as developed by 4-C involved the cooperation of the City Government, EODC, 4-C, and the Model Cities initiated day care and family day homes; however, this plan was not accepted by the City.

From the above description it can be seen that this 4-C has continually met with representatives of other agencies aiming to cooperatively increase the quantity and quality of services to children. Other organizations that the Bexar County 4-C worked with include the Worden School of Social Work, the Bexar County Opportuntities Industrialization Center, the Universal Related Church Aid Foundation, and the Junior League. The Mirasol Demonstration increased its own cooperation with several agencies during its 3 years of funding, primarily with the YWCA, Mirasol Head Start, Project Avance, and the Mirasol Residents Association.

Because the task of performing the agency survey in San Antonio is such an enormous one, several persons were usually employed to complete it. By the time the final survey was conducted, fatigue on the part of the staff was apparent. Up until the time of Agency Survey V, familiarity with 4-C increased regularly, beginning with 56/156 agencies reporting familiarity on Agency Survey I to 92/151 agencies reporting familiarity with 4-C on Agency Survey IV. Cooperation with 4-C had also increased regularly: 43/150 agencies contacted on Agency Survey II were cooperating with 4-C and 54/151 agencies contacted in Agency Survey IV reported cooperation with 4-C. Although Survey V indicated a decrease in both familiarity and cooperation with 4-C, this is undoubtedly due to instrument and procedural variance. All Agency Survey data regarding familiarity with the Bexar County 4-C is found in Appendix B, page B-10.

It also appears that agency referral pattern information for San Antonio was subject to instrument and procedural variances. Such variability renders analysis of trends toward increased interagency cooperation and variety of cooperation difficult to discern. Yet, the following generalizations can be made:

both private and non profit day care centers consistently made most of their referrals to other centers offering similar services (private day care: 15/28,27/46,16/28,39/50; non profit day care:5/8,12/20,2/2, 18/21). By the time of Agency Survey V both private and non profit day care centers mentioned 4-C or 4-C centers as referrals. The Mirasol Demonstration was also mentioned as a referral agency on Survey V. A greater variety of referrals was indicated on Survey V than on Survey II (Private day care: 9 and 15; non profit day care: 3 and 13, respectively). The other types of agencies contacted (Services for Older Children, Services for Handicapped, Direct Services and Indirect Services)made a variety of referrals, generally to attendant medical and social services. A complete delineation of San Antonio Agency Referral Parrents as identified on Surveys II-V is found in Appendix B, pages B-17-18.

5. Winston-Salem/Forsyth County 4-C

The Winston-Salem/Forsyth County 4-C began as a coordinating agency. Because of the immediate link made by 4-C to the Appalachian Regional Committee's Northwest Childhood Development Program, interagency cooperation was built in. There was, however, a great deal of territoriality and mistrust encountered regarding the 4-C mission. Much effort was expended working through personality conflicts and needs to maintain clear program boundaries.

As 4-C became known for the clearinghouse aspect of its operations, both the data 4-C generated and the sheer competence of 4-C staff contributed to the acceptance of 4-C as an efficient, resourceful coordinating unit. Almost from the onset of this 4-C operation the need to pull together all child care/child development agencies remained a foremost goal. With the impact of the child service and general social service studies that were conducted in Forsyth County 4-C was able to participate in the union of these agencies through active involvement in the Steering Committee of the Early Childhood Development Planning Association.

It is clear from the EPPC data collected that Forsyth County 4-C coordinative efforts were recognized and utilized by consumers and agencies alike. Agency Survey data pointed up the high referral rate made to 4-C by public and private day care services as time progressed (See Appendix B, page B-19). The Interview on Child Services revealed the growing dependence of consumers on 4-C for information (See Appendix B, page B-51) and comments found in the Interview with Participating Citizens (See Appendix B, page B-42) underscored recognition and appreciation of 4-C coordination work.

6. Summary

The activities described above and corroborating EPPC data indicate that each of the 5 pilot 4-C programs made constant efforts toward increased interagency cooperation. Through its Parent and Community Involvement, Training and Technical Assistance and Early Childhood Resource Center components, the Clarke County 4-C became a vital link in the interagency development of services to its community. EPPC agency referral data support the importance of these efforts in that this 4-C was increasingly listed as a referral agency. The Hidalgo County 4-C, an interagency venture in its inception, improved interagency cooperation by aiding in the development of a county-wide Association of Social Service Agencies, establishing coordinative agreements between the Head Start and School District programs, and writing a grant still under consideration which will better link MH-MR, the State Training School for the Retarded, and other community agencies in providing services to families with a retarded child. The Juneau 4-C's efforts to improve interagency cooperation came primarily in connection with FSC activities, including attempts to develop both a Multi-Service Center and an Interagency council, and coordinative grant writing. The Bexar County 4-C contacted the entire child serving community early in FY-1 in order to provide new opportunities for cooperative membership in the council. Main efforts toward improving agency cooperation however focused on the relationship among this 4-C's IV-A programs. Additionally, a cooperative proposal for the use of Revenue Sharing monies in day care was submitted to the City government. The Forsyth County 4-C focused maximum activity on the development of interagency coordination and was extremely successful in such ventures. Most important of these cooperative achievements was the development of the Early Childhood Development Planning Council, an all inclusive body designed to comprehensively plan for needed children's services.

F. In what ways has 4-C increased the quality as well as the quantity of children's services?

The following information and data are brought to bear in answering this question for each of the five 4-C pilot programs: Research Assistant Monthly Evaluation reports, Site Visit reports, Interview on Child Services. Research Assistant Monthly Evaluation reports and Site Visit reports provide relevant information regarding such activities as workshops provided and attended, technical assistance given, the development of media and publications centers, etc. Interview on Child Services data regarding agency adequacy is cited to corroborate such efforts. A summary section then makes comparisons across the five programs regarding this issue.

1. Athens-Clarke County 4-C

If a singular purpose were stated regarding the Athens-Clarke County 4-C program it would be obligated to contain a statement of the extremely high level of quality day care provided by 4-C services. Ranging from in-service workshops, technical assistance and the vast resources of the Early Childhood Resource Center to the comprehensive medical screening and immunization programs, 4-C served as the definitive model for superior quality services.

The only means of assessing the quality of the services made available through 4-C as designed in this evaluation was in the Interview with Participating Citizens (See Appen[illegible] B, p. B-32). Many comments observed in those data attested to the quality of the services rendered by the Athens-Clarke County 4-C.

The prior section of this report (See Section IV, A) provided a detailed listing of the "goals, processes, and accomplishments" of the Athens-Clarke County 4-C. The opinion rendered here is that in the face of continued budgetary stress 4-C continued to perform, providing services of extremely good quality. It is difficult to quantitatively document this achievement, there are no measures which provide a quick reading on the returns from the efforts of a diligent, resourceful, hard-working staff who braved even personal fiscal crisis in the form of salary reductions in order to continue a program in which each possessed a great amount of faith. It is unfortunate that funding was not made available to continue this valuable program in toto; however, many 4-C accomplishments made in the Athens-Clarke County community will continue to serve the preschool population in the form of better health services and a community that has become better educated with regard to child care/development. Even if further operating funds are still not located, it is expected that this 4-C will continue to advocate on a voluntary basis for quality child care.

2. Edinburg-Hidalgo County 4-C

During FY-1, at the request of ACCEDC, the Hidalgo County 4-C supervised the evaluation of the ACCEDC Child Development Program. Results of this evaluation were then used to change curriculum content to include a greater emphasis on developing proficiency in English. In working out the specifics of the coordination between the ISDs and the ACCEDC Child Development Program during FY-2, several steps were taken to increase the quality of services received: teacher intervisitation was begun, child development program records were forwarded to the ISDs for their use, and a luncheon/conference was held to articulate both curriculum and teacher training needs (attendance 48). A follow-up evaluation of child development program children in the public schools was planned for FY-3, however, this was no longer requested by ACCEDC. During FY-3 the 4-C staff aided MH-MR in writing a grant to expand and improve the quality of its Family Impact Project. This grant request is still under consideration by OCD.

All 11 of the Interviews on Child Services conducted during the evaluation period were in cooperation with parents of the ACCEDC Child Development Program (February, 1973 - 3; March, 1973 - 5; January, 1974 - 3). Although it is difficult to ascertain an increase in the quality of services from such a small sample or to pinpoint 4-C's role in maintaining/improving the quality of services, the following general statements can be made: (1) 7 parents reported no difficulty in obtaining services and 8 parents felt they obtained services within a reasonable amount of time, (2) 10 parents felt services were adequate; one parent thought services could be improved by being available sooner, (3) 4 families received follow-up services and 5 parents felt further services were needed in this regard, (4) parents learned about the program from various sources, but most of these involved some type of personal contact; 4 parents received help in obtaining services once they became aware of them. Appendix B, page B-47 is a complete summary data of Interviews on Child Services for Hidalgo County 4-C.

3. Juneau 4-C

During FY-1 and FY-2 neither the Juneau 4-C nor the FSC were involved in activities which would directly improve the quality of child care services. Improvement of day care quality was not one of the primary objectives at that time. During FY-3, however, the Juneau 4-C Advisory Board, by working with the Cedar Park Parents Organization, meeting with the Mayor and City Council members, and attending numerous City-Borough meetings contributed in a general way toward increased quality in day care. Similarly, the highly active community contact of Policy Board members facilitated this process.

All 8 of the Interviews on Child Services conducted during the evaluation period were conducted in mid-1973. Because it is difficult to ascertain an increase in the quality of services from such a small sample or to pinpoint 4-C's role in maintaining or improving the quality of services, it would be inappropriate to infer any trends from the limited data. Appendix B, page B-48 contains a summary of Interview on Child Services data for the Juneau 4-C.

4. San Antonio-Bexar County 4-C

Increasing the quality of children's services has been a priority action item for the Bexar County 4-C throughout the reporting period. During FY-1, each of the 4-C/IV-A programs was upgraded in order to better meet day care licensing standards. Every 4-C/IV-A center is licensed by the DPW and is monitored by both 4-C and DPW. The Planning Proposal developed at the end of FY-1 stated the following as one of two primary objectives for this 4-C: "To improve quality of existing and planned children's service programs in the San Antonio-Bexar County Area by the development of improved procedures and techniques in the areas of program monitoring, training and technical assistance." In keeping with this objective a variety of efforts have been made in order to upgrade programs. The Publications and Resource Center was made operational during FY-1 and used consistently by 4-C staff, 4-C/IV-A staff, and the day care community at large. During FY-2 constant monitoring, by way of fiscal and programmatic support, was made available to each 4-C/IV-A center by 4-C staff. A regular program of training activities began in May, 1973; and by May, 1974 ten major workshops had been presented to 4-C/IV-A personnel. Additionally, 4-C staff apprised all center program staff of other appropriate training activities and often was able to obtain group discount rates for attendance. Tailor-made workshops were also provided by 4-C for its centers as required on an individual basis. During FY-2 Ft. Sam Houston was given technical assistance in order to upgrade the quality of its services. During FY-3 this 4-C maintained its schedule of staff training presentations, referrals, and individualized sessions as well as fiscal/administrative monitoring and support. Additionally the Child Guidance Project, which had provided participant evaluations during FY-2, was rewritten for FY-3 to focus on parent and staff training (134 hours of parent education, 558 hours of center staff training, and 40 large group workshops). Other activities directed toward increasing the quality of 4-C/IV-A center services included the use of a DPW consultant on playgrounds and outdoor activities, and cooperation with Our Lady of the Lake Early Education students and Trinity University Education of the Deaf students to observe and evaluate program participants. At the end of 1973 each 4-C/IV-A program was evaluated by 4-C in order to better plan for 1974 activities. Early in 1974, a Budget and Planning Committee was created on the 4-C Board in order to supervise further the development of quality services in the 4-C programs. Focusing on the broader issues involved in quality day care, this 4-C also supported the San Antonio Association for the Education of Young Children in an effort to initiate a City Ordinance/Task Force aimed to enforce quality day care regulations throughout the city.

The training sessions sponsored late in FY-1 by the Mirasol Demonstration staff provided housing project parents with specific information on child development and the promotion of growth. Because of their continued contact with participating parents, Mirasol Demonstration staff were able to consistently provide further instruction in child development throughout its funding period. Also, Mirasol Demonstration cooperation with Project Avance was mutually beneficial toward developing the quality of both programs in their efforts to improve parent-child relationships.

Fifty-seven Interviews on Child Services were conducted from August, 1972 to May, 1974. All respondents were parents of children enrolled in 4-C programs, therefore a direct measure of 4-C's accomplishment in the area of improved service is assessed directly. The majority (52) of parents stated that they had no difficulty in obtaining services and that services were obtained within a reasonable amount of time. All parents felt that services were adequate and only 4 suggestions for improvement were made. These were suggestions regarding the need for additional equipment, space, educational emphasis, and transportation. Follow up services appeared to be rendered when necessary and only 2 parents mentioned the need for additional follow up. Finally, information regarding the service was obtained from a variety of sources, primarily friends/neighbors (13), center/program staff (7), case workers (5), and churches (5). Variable help was received in obtaining these services and 22 reported receiving such aid. Generally the interview data confirms this 4-C's ability to extend the quality of services. Appendix B, pages B-49-50, contains summary tables of all 54 interviews.

5. Winston-Salem/Forsyth County 4-C

The work of the Winston-Salem/Forsyth County 4-C with regard to the increase in quantity as well as quality of child care/development services was so outstanding that little is required by way of statement in the face of this 4-C's accomplishments. The active role take by 4-C on the Steering Committee of the Early Childhood Development Planning Association culminated in an organization that brought all child care/development agencies into a cohesive, functioning body which assumed firm position with regard to the expected commitment of the city and county to child care/development services.

Throughout the two and one half year period that Winston-Salem/Forsyth County 4-C was evaluated, a constant effort was made by that agency to insure qualitative improvements in on-going services as well as increased services available. Surveys were conducted on needs, records were kept current assessing the quality of various programs, training programs for day care center personnel were coordinated, parents were solicited and made to feel needed, and potential new funds or resources were sought with alacrity. It would not be possible to attempt to list the accomplishment of the Winston-Salem/Forsyth County 4-C in the space provided and do that agency justice. All the data in

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Appendix B relevant to the Winston-Salem/Forsyth County 4-C attested to the success of the venture from upward trends in services available to the responses of gratified consumers who praised this extremely efficient, hard working, and dedicated unit. The two Project Coordinators and their respective Project Assistants rendered outstanding performances to these ends.

6. Summary

The improvement of service quality was the particular achievement of the Clarke County 4-C, the Bexar County 4-C, and the Forsyth County 4-C during the evaluation period. Through its Early Childhood Resource Center, medical services, workshops and other tehcnical assistance activities, the Athens 4-C raised the standards for quality services in Clarke County. The Bexar County 4-C primarily focused on upgrading those services offered by its subcontracted programs through constant fiscal and programmatic monitoring and the development of a regularized staff training component. This 4-C also joined with other agencies in the summer of 1974 to support the initiation of a City Ordinance/Task Force to enforce quality day care regulations. Finally, the Forsyth County 4-C's work toward improving service quality culminated in the cooperative creation of the Early Childhood Development Planning Association, an agency which will further strive for the increased quality of children's services in Forsyth County.

VI. SUMMARY

Each of the 5 pilot programs is now highlighted in terms of the model upon which it operated during the study period, site specific goals and their accomplishment, and core evaluational issues. The literature reviewed and the experiences of the other pilot 4-C programs are drawn upon as appropriate.

From its unique grass-roots origin, the Athens-Clarke County 4-C steadily increased the scope of its services and community support until it became a comprehensively involved program consisting of both service delivery and coordination components. One of the first sites under the jurisdiction of this evaluation to receive 4-C recognition, Athens-Clarke County 4-C was also the only site to set objectives that closely paralleled those of National 4-C. FY-1 activities rendered this 4-C the forerunner of the five EPPC pilot 4-C projects as it operated to both coordinate and provide quality child care services. However, Title IV-A funding reductions caused a budgetary crisis from which it never fully recovered. Despite overwhelming fiscal difficulties, this project was able to maintain a program that provided training and technical assistance, health care/screening, community/parent involvement and the services of a social worker. Particular gains were made in the area of health care which led to the assumption of the screening/immunization/treatment services by the Forsyth County Health Department. Also, a great deal was accomplished by way of training day care service personnel and enriching day care environments through the resources of the 4-C Media Center and the Training and Technical Assistance component. Although a broad base of community/parent support was enjoyed by this agency, this relationship produced no funding for extended operations. Certainly the experience of this 4-C well illustrates points made by both Morgan and Ratliff in that strong community/consumer support can aid tremendously in the development of a 4-C agency. If accompanying political and/or fiscal sanction can be further developed, as indicated by the June, 1974 commitment of $15,000 for partial continuation, the Athens-Clarke County 4-C might again be operational in its entirety in the near future.

The Edinburg-Hidalgo County 4-C was initiated to operate as a private non-profit independent agency aimed to provide planning and coordinative services exclusively. Its first year goals to obtain 4-C recognition and contract for the performance of a comprehensive survey of needs and resources in the area of children's services were met; however, continued efforts in the areas of developing coordination and obtaining funds for a comprehensive child care system were largely frustrated. Although this 4-C aided in the evaluation of the local Head Start program, helped develop coordinative agreements between Head Start and the School Districts to provide more services to 5 year olds, performed studies and pursued programs for high school drop outs, helped create a local Association of Social Services Agencies, and wrote a grant which is still under consideration for the extension of the Mental Health-Mental Retardation Family Impact Project, the project was terminated in May, 1974 due to lack of continuation funds. Of the six core evaluation questions, this 4-C made most progress in the areas of definition of community needs (comprehensive FY-1 survey), expanding the number of types of services (increased services to 250 5 year olds through Head Start-School District coordinative agreements), and increasing interagency cooperation (Association of Social Service Agencies). Partial explanation for the termination of this 4-C organization comes from viewing it in terms of the six 4-C success factors identified by the DCCDCA 1970 report. Although the 4-C concept was consistently seen as a positive factor and attracted support for initial operations, the other five success factors were essentially missing. Pilot leadership was inconsistent in that agencies supported the staff when it was thought that money was at stake and then withdrew when funds were not obtained. Additionally, 4-C staff were young and inexperienced in community matters. This staff felt that appropriate technical assistance and continued federal support was not received beyond the recognition process and that time spent in obtaining recognition was essentially wasted. Despite several efforts, this 4-C was not able to attract new resources. Finally, the relatively small population of the area in connection with widespread needs made planning and coordination difficult. The writings of Toffler and Morgan are also applicable to the Hidalgo County 4-C situation: without appropriate sanction/authority as expected it was impossible for this 4-C to coordinate agencies except in those matters where it was to the advantage of agencies to do so. Although a sincere effort was made, this 4-C was unable to overcome such deficits.

During the reporting period the Juneau 4-C went from operating as a service delivery and coordination agency with a Council membership of 170-200, administering day care program contracts for 127 children, and employing full time administrative staff, to the status of small volunteer organization. Due to differences with Model Cities over fiscal management of the day care programs, all monies were returned in March, 1973, and this 4-C's administrative staff was disbanded. Four-C activities during the remainder of the reporting period centered around reorganizing the 4-C Policy Board, advocating for children's services (particularly the construction of one facility), developing a focus on the need for youth services, and serving as the Advisory Board for the Juneau Family Service Center. Although the aforementioned difficulties delayed FSC initiation, once a permanent FSC Director was hired, that agency provided information, referral, and advocacy services to many of Juneau's families in need. Additionally, cooperative activity to confront the problems of alcohol and drug abuse, the housing shortage, unmet youth needs, mental health needs, crisis intervention and day care needs were undertaken. Because of the changing status of the Juneau 4-C, little progress was made in terms of the six core evaluational questions; however, it must be stated that the continued existence of this 4-C is an expression of commitment to national 4-C goals. The FSC, operating under a broader set of objectives than one would expect of a 4-C agency, made variable progress in terms of the six core evaluation questions depending on coincidence with its own goals. The experience of the Juneau 4-C graphically represents the potential problems involved in attempting coordinative activities without having appropriate authority. Issues of interagency rivalry and the importance of maintaining neutrality were particularly highlighted. At the time this report was written, the FSC was without continuation funds and was expected to close in August, 1974. Attempts made by this agency to obtain technical assistance from higher level officials in Region X further illustrated one problem frequently mentioned in the literature. As stated in the DCCDCA 1970 report, timely information and technical assistance are vital to the continued functioning of such organizations.

The San Antonio-Bexar County 4-C, one of the longest recognized 4-Cs in the nation, operated as a non-profit United Way agency during the 3 years of EPPC study and continued to pursue both service delivery and coordination objectives. Despite Title IV-A criteria changes which curtailed both planning and operational activities, under excellent leadership this 4-C was able to continue both planning/coordination and program development activities. Services were directly extended to 428 children and $813,530 in funds for children's services were brought to the community via IV-A, United Way, and private donor monies. Although faced repeatedly with financial problems, this organization not only increased planning activities and services but also developed a comprehensive monitoring, training, and technical assistance component. The Mirasol Demonstration Project in Cooperative Child Care, funded through the Bexar County 4-C, fulfilled three of its objectives: the development of a part-time cooperative drop-in day care center (Sitter's Club), the initiation of training programs for housing project mothers (Mother's Club), and the operationalization of a Toy Lending Library. Other goals focused primarily on aiding in the licensure of in-home caretakers and cooperation with specific training programs. After unsuccessful efforts to perform these activities, they were dropped as unfeasible. The success of the Bexar County 4-C indicates concretely that strong, politically astute, local leadership and support coupled with the excellent performance of a dedicated and competent administrative staff to provide obviously needed services in the community can be successful despite shifting support from other sectors. This 4-C gained visibility and was granted authority by the community by virtue of its continued excellent performance during a period of fiscal uncertainty. The experience of the Mirasol Demonstration illustrates some of the core problems encountered when dealing with the poor. Obtaining entry into the housing project community and then creating trust among its residents required long standing efforts before the Demonstration could be truly operationalized. At the time of OCD termination, after 3 years of work with this neighborhood segment, staff finally felt they had accomplished this unwritten, albeit vital, objective. Unfortunately, inability of the Mirasol Demonstration facility to meet new licensing requirements coupled with the lack of continuation funds resulted in the planned termination of the project in August, 1974.

The Winston-Salem/Forsyth County 4-C was an unparalleled success as an agency strictly aimed toward coordination of children's services. Beginning as a modest, albeit independent, branch of city government with only light support among the community agencies, this 4-C became a prime mover in the Winston-Salem/Forsyth County child care/development arena. The only one of 5 pilot 4-C programs under study to have institutionalized authority and not be dependent on IV-A funds, the Forsyth County 4-C became progressively more active in the community and received proportional recognition from other agencies during the reporting period. Overcoming the initial guardedness of territoriality and apprehensions regarding "coordination" of other agencies, this 4-C was increasingly sought out for the comprehensive data it compiled regarding virtually every aspect of child care/development and related services in the county. From the vantage point of a recognized authority and spirited leader in this area, 4-C was solicited to participate in the chartering of the Early Childhood Development Planning Association which was envisioned as the "ideal" child care/development agency that would represent all county interests. Vigorous activity in this regard culminated in the preparation of a "Child Care Package" which outlined the expected commitment of the city and county for Fiscal Year, 1975. Provisions were included within this package for the continuance of 4-C which, even if the package fails, was assured of continued operations through December, 1974 under the provisions of a no-cost extension made by OCD.

VII. RECOMMENDATIONS

Given the experiences of the 5 pilot 4-C programs as detailed in this report, it can be seen that although each 4-C worked industriously toward fulfilling its own as well as nationally defined 4-C objectives, it would seem that little progress has been made in the attempts of higher level authorities to keep the original promises of support made to local communities willing to endeavor a 4-C effort. Since most of the recommendations made in the literature review call federal authorities to action as 4-C was originally conceived by them, it can also be said that little progress has been made at higher levels toward fulfilling those recommendations consistently made in the literature. This minimal improvement toward 4-C support is seen as an overriding determinant of overall 4-C progress and achievement at all levels.

Each of the communities under study experienced certain measures of success in terms of reaching both site specific and core evaluational goals, and these successes certainly brought benefits to each community; yet, the futures of the majority of these programs is uncertain because expected continued support has not been received. At the time this report was written (1) the Athens-Clarke County 4-C had received a small grant from the County Commissioners to continue limited operations while searching for continuation funds (return to voluntary organization status is planned if such monies are not located), (2) the Edinburg-Hidalgo County 4-C had terminated due to lack of continued financial support, (3) the Juneau 4-C continued to perform on a small-scale voluntary basis, (4) the Juneau Family Service Center was expected to terminate in August, 1974 due to lack of continuation monies, and (5) the Mirasol Demonstration Project in Cooperative Child Care was closing due to inability to meet new licensing requirements or obtain continuation funds. The San Antonio-Bexar County 4-C (the oldest of the 4-Cs under study) by continuing its focus on both day care planning/coordination and operations had apparently assured itself of continued functioning. The Winston-Salem/Forsyth County 4-C had already received an extension of OCD funds until December, 1974, beyond which it is expected that this valuable organization will be continued by both city and county governments through the funding of a comprehensive child care package developed in part through 4-C efforts. The main variables that both the last mentioned 4-Cs had in common seemed to be program and community specific and not engendered from higher levels of support. These variables include (1) strong local leadership, authority, and support, (2) staff members experienced in community level work, and (3) obvious excellent performance of needed tasks.

This study has again shown the basic soundness of the original 4-C concept in that great community effort can be mobilized toward the coordination of child care services; however, it is evident that operationalization to date falls short of both promise and potential. These authors affirm the need for such coordination at all levels and join with the original conceptualizers of 4-C and those cited in the literature reviewed in supporting the following general recommendations:

(1) That services for children and families be declared a national priority,

(2) That the federal government mandate and develop the appropriate organizational structure to coordinate and expand basic services for children, particularly day care,

(3) That such a structure be empowered with authority over other interagency efforts and have funding and staffing capability as needed,

(4) That subsequent lines of authority and communication in the regional, state, and local levels be developed which include the necessary power regarding dispersion of funds , information, technical assistance, research, evaluation, monitoring, and training.

(5) That the private sector, particularly parents and neighborhood/community groups have input into this system.

It becomes apparent from viewing the nationwide 4-C implementation process to date as exemplified in the 3 year efforts of the 5 pilot programs under study, that conditions such as those enumerated above are not likely to come quickly, easily, or comprehensively. It is more probable that (1) communities will continue to become interested in the 4-C concept and attempt to operationalize such programs on an individual basis with varying degrees of involvement vis-a-vis the associated federal structure and (2) varying amounts of federal monies will be made available for local 4-C efforts on a short-term Research and Demonstration basis. The following intermediate level recommendations are therefore forwarded in an attempt to realistically aid both local community 4-C initiators/operators and organization/funding level decision makers:

Local 4-C Organization

1. That each local 4-C effort be specifically associated with its community power/funding structure so that appropriate coordinative authority is awarded and assurance of continued financial support upon satisfactory performance of duties is likely to be available. Although parent/consumer support is important as is the development of coordinative and/or service delivery components, provision for authority and financial support must be a preeminent focus before a 4-C program is likely to continue successfully.

2. That local 4-C efforts be staffed by persons knowledgeable in both the areas of child care/development and community level program management. The importance of the 4-C mission dictates the need for experienced and well known staff in those positions of 4-C management.

3. That initial local 4-C activities focus on the immediate accomplishment of visibly needed tasks. Although the change in Title IV-A funding criteria which so drastically affected 4 of the programs under study was essentially an unpredictable event, it would further appear that the provision of services under contract should not be the mainstay of local 4-C support.

Regional 4-C Organization

1. That the FRCs develop more direct linkages with local 4-C communities, particularly in terms of communication regarding activities of 4-C progress at higher levels and provision of ongoing training and technical assistance.

2. That the importance of obtaining recognition not be emphasized over the

functional development of a 4-C program or the actual initiation of relevant local 4-C activities and subsequent accomplishments. Given the difficulties of the 4-C recognition process in contrast to its resulting benefits, previous FRC emphasis on obtaining recognition seems unwarranted.

National 4-C Organization

1. That further 4-C funding as it comes available be awarded only to those local 4-C efforts which have clearly demonstrated that they have sufficient organizational authority, expertise, expected scope of services and future funding to be successful in performing and continuing a 4-C effort.

2. That the national staff of 4-C be increased if possible and focus its efforts primarily toward the development of a comprehensive information system aimed to keep regional, state, and particularly local level 4-C participants apprised of efforts being made toward the ultimate goals originally conceived for 4-C and the current and projected status of such endeavors.

It must be emphasized that nothing seemed more detrimental to local 4-C efforts than the disillusioning promise of support that was, in reality, years away or the receipt of insufficient information regarding the requirements for successful 4-C functioning. It is the belief of the EPPC evaluation team that an accurate statement, distinguishing current and future reality regarding 4-C objectives and accomplishments, is a more likely vehicle for the mobilization of knowledgeable community partnership, support, and success for those working for change toward the coordination of children's services.

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NOTE:
Initial grant proposals, continuation proposals, and final reports for each of the 5 pilot programs as referred to in this report are OCD documents, listed by program contract numbers as follows:

- Athens-Clarke County 4-C: #OCD-MC-05
- Edinburg-Hidalgo County 4-C: #OCD-MC-04
- Juneau Family Service Center: #OCD-MC-11
- Mirasol Demonstration in Cooperative Child Care: #OCD-MC-02
- Winston-Salem/Forsyth County 4-C: #OCD-MC-14

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APPENDIX A

Data Collection Instruments

Research Assistant Monthly Evaluation Report Outline

To best maintain the quality and comparability of information received, each Research Assistant should send the following to us on a monthly basis.

1. Research Assistant Narrative:

   Brief description of all major 4-C activities for the month, current status and goals. Include your own activities for the month.

2. Visibility Data Form:

   Completed to the best of your ability with any explanations you think necessary.

3. Interview with Participating Citizens:

   After each 4-C Board of Directors meeting, interview four people -- one 4-C staff member, one provider, one supporter, and one consumer. Use the appropriate form, and if for any reason you are unable to complete this, please explain.

4. Interview on Child Services:

   Select agencies that in some way relate to your 4-C and work out a schedule for interviewing parents. Complete the appropriate form to the best of your ability. This will work out differently for each of the 4-C's involved, so do what makes the most sense for your situation and let us know how you've worked it out.

5. Other:

   Attach board meeting minutes, newspaper clippings, etc. -- anything you feel would add to our understanding of your 4-C.

Mail to:

Jacqueline Butler, Coordinator
Evaluation of Pilot Programs for Children
3420 Richards Street
Nashville, Tennessee 37215

BEST COPY

Site Visit Report Format

Note: Each site visit report should summarize, clarify, and add to all information received since the previous site visit report. Although repetition may be involved, information should be organized into both site specific and core evaluation categories in order to facilitate later comparisons and report writing.

I. Schedule: Outline your activities during the site visit.

II. Site Specific Information

- A. Staffing: Report current staffing pattern (names and position titles, diagram if appropriate) and indicate if any changes have occurred or are anticipated.
- B. Funding: indicate current funding (amounts and sources), funding proposal projects, and impact of funding changes.
- C. Recent Activities and Current Status: Summarize all major activities pursued since last site visit, their process, outcome and/or current status.
- D. Current Goals - Future: Describe major activities next to be undertaken, expected completion dates, and note whether or not this is a change in plans. If changes are being made, explain the situation which made them necessary.

III. Core Evaluation Information

- A. In what ways has this 4-C defined the child care needs in the community as well as the services available?
- B. In what ways has this 4-C expanded the number and type of services available?
- C. In what ways has this 4-C increased citizen participation and support for child care services?
- D. In what ways has this 4-C pursued obtaining new funds for children's services? (also indicate new funds actually made available)
- E. In what ways has inter-agency cooperation been increased through this 4-C's efforts?
- F. In what ways has this 4-C increased the quality as well as the quantity of child care services?

IV. Commentary: (include any additional remarks, observations, recommendations, etc. that you may have).

V. Attachments: List and attach to report any pertinent additional paper work.

AGENCY SURVEY PROCEDURAL INSTRUCTIONS

I. Identify New Agencies:

Using the list of agencies we have provided, make every attempt possible to identify new agencies in the community which serve children. Potential sources of such information include:

A. Department of Public Welfare Protective Services, Family Services and/or Day Care Services Divisions (for example, obtain the most recent list of licensed day care centers and compare to our list).

B. Community Services Directories

C. Those 4-C Board/Council Members who are particularly knowledgeable about the community's services for children.

II. Perform Survey:

A. Contact (by telephone or in person) a representative of each agency on our list and those you have newly identified. Where an agency has several services at different locations, distinguish between them and contact a representative at each location.

B. The following general introduction is appropriate: "This is (your name). I am working with a research team funded by the Office of Child Development in Washington to study the Community Coordinated Child Care Council. Are you familiar with 4-C?" This is the first question on the survey, and, if they are familiar with 4-C, you can continue completing the survey as usual.

If they are not familiar with 4-C, you should provide some general information about 4-C and then continue the survey. For example, "4-C is an organization designed to aid in the coordination and improvement of children services here in (your city). Could you tell me a little more about your program? How many children are currently enrolled?" This is the second question on the survey, and you can continue completing the form as usual from here.

Be as conversational and polite as possible, but fill out the survey form completely. If someone is too busy to talk, offer to call back. If someone is totally unwilling to cooperate, note that on the survey form and go on to others. If a center is closed, note that on the survey form and continue.

III. Prepare Final Survey Report:

After you have completed the survey, prepare a brief summary which includes the following:

- total number of agencies contacted
- total number of agencies on original list contacted
- total number new agencies identified
- total number new agencies contacted
- any problems encountered and how you solved them
- other comments, questions, etc.

This is the last survey to be conducted by the evaluation team. Every effort should be made to be as comprehensive as possible. Thank you for your help!

AGENCY SURVEY I

Name of Agency: ______________________________ Date: __________

Address: ______________________________ Phone Number: __________

Was your cooperation solicited by the newly formed Community Child Care Center (4-C Program)?

Are you supported by any federal, state or local government funds? If yes, circle the appropriate terms. Federal State Local

Paid Personnel Working with the agency:

	Position Title	Name	Experience or Training
1.			
2.			
3.			
4.			
5.			
6.			

List others on additional sheets

Volunteer help of the agency:

Name	Student	Hours per week	Experience or Training

Services for children that are provided by this agency:

Service Description	Personnel involved

Approximate number of children served each month:

Total: Number from Model Cities Area:

Approximate number of children referred each month:

Number from Model Cities Area:

Approximate number of children unable to be served each month:

Number from Model Cities Area:

Do you know of any child services which are not currently available in the community?

Please list these (Use reverse side if necessary):

A-6

AGENCY SURVEY II

Name: ______________________________ Date: ____________________

Address: ______________________________ Phone Number: ____________________

What services do you provide for children?

What age children are served?

If a child care facility, are you licensed?

How many children attend per month?

Are you supported by federal, state or local funds?

	Education High School or College	Experience
How many teachers		
teacher's aides		
administrators		
other personnel		

Do you have any volunteer help? If so, how many hours per week?

Are you cooperating with the 4-C in your community?

Are there any children you cannot serve? How many?

Do you refer any children? If so, how many and to whom?

Are there any child services presently needed and not available in the community? Please list.

AGENCY SURVEY III

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Name:______________________________ Date:______________

Address:________________________ Phone Number:______________

What services do you provide for children?

What age children are served?

If a child care facility, are you licensed?

How many children attend per month?

Are you supported by federal, state or local funds? (Circle appropriate terms)

How many teachers
teacher's aides
administrators
other personnel

Do you have any volunteer help? How many people? How many total hours per week?

Are you familiar with 4-C?

Are you cooperating with the 4-C in your community? (a formal agreement)

Are there any children you cannot serve? How many?

Do you refer any children? If so, (1) How many children do you refer?

And (2) to whom do you refer them? (Get specific agency names)

Are there any child services presently needed and not available in the community? Please list

AGENCY SURVEY IV

Name:____ Date:__________________

Address:_____________________________________ Phone Number:__________________

What services do you provide for children?

What age children are served?

If a child care facility, are you licensed?

How many children attend per month?

Are you supported by federal, state or local funds? (Circle appropriate terms)

How many teachers
teacher's aides
administrators
other personnel

Do you have any volunteer help? How many people? How many total hours per week?

Are you familiar with 4-C?

Are you cooperating with the 4-C in your community?

Are there any children you cannot serve? How many?

Do you refer any children? If so, (1) how many children do you refer?

And (2) to whom do you refer them? (Get specific agency names)

Are there any child services presently needed and not available in the community? Please list

Code Number: ____________

AGENCY SURVEY V

NAME: ______________________________ DATE: ________________

ADDRESS: ______________________________ PHONE NUMBER: ____________

Are you familiar with 4-C? Yes No

Are you cooperating with 4-C? Yes No

Do you have a formal (written) agreement with 4-C? Yes No

What is your current enrollment? ________________________

What age children are served? ________________________

How are you supported? (Circle)

1. Federal
2. State
3. Local Government
4. Consumer supported (tuition/fees)

What services do you provide? (Circle)

1. Day-Care/Kindergarten/Preschool
2. Services for Older Children/After School
3. Services for Handicapped
4. Other (please specify) ________________________________

____

How many children are on your waiting list? ________________________

Do you ever refer children? Yes No
To what community resources/agencies do you refer them? (please list)

____

____

____

What child services are needed and not presently available in the community? (please list)

____

____

____

Outline of

Interview with Participating Citizens

(After establishing that you are speaking to the correct person).

I am ________(Name of Interviewer)________. I am a member of a team that is evaluating the 4-C agency here in ____(City)____.

I understand that you attended a 4-C meeting as a citizen's representative on ____(Date)____. And I wonder if you would answer some questions for me about that meeting.

I. First, did you feel that the citizens served by 4-C were adequately represented at the meeting?

Can you estimate how many citizen's representatives were there?

(If answer to first question was "no") why do you think citizens weren't adequately represented?

If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?

II. Do you think that the meeting accomplished anything?

(If yes) In what ways do you think it was profitable?

(If no) Why do you think that is so?

III. Did the meeting reach any important decisions?

(If yes) Can you tell me what any of them were?

Did you feel like you and the other citizen's representatives had a part in making the decisions or did you feel like they were made mostly by the 4-C staff or agency representatives?

(If they feel they had a part) In what ways do you feel like you participated in these decisions?

IV. Do you feel like 4-C is accomplishing very much in the community?

Do you think 4-C is trying to do the right sort of things? Why do you say that?

Is 4-C helping to provide more services for children in your area?

(If yes) Can you tell me what some of these services are?

(If no) Why do you think 4-C is failing to do this?

V. Is there anything else that you can tell me about the 4-C meeting or about 4-C that you think would help in evaluating 4-C?

Thank you very much for helping me, ______(Name)__________ you have been a great help.

Interview on Child Services

(After establishing that you are speaking to the correct person).

I am ______(Name of Interviewer)______. I am a member of a team that is evaluating the 4-C agency here in __(City)__.

Your child (______child's name______) recently had contact with (______agency's name______). As part of 4-C (Community Coordinated Child Care), we are interviewing some of the parents to find out if various agency's services could be improved.

I. Did you have any difficulty obtaining the services for your child?

Were you able to obtain the service within a reasonable amount of time?

II. Was the service your child received adequate?

Could it have been improved? If so, how?

III. Was there any follow-up on the services rendered?

Are further services needed in this regard?

IV. How did you learn that this agency could offer service for your child?

Did this source aid in getting you service?

V. Are there any child services that are not available in the community that your child might benefit from?

What are these?

Visibility Data Form

Month ______________________________ City ______________________________

Total Number of Different Agencies Contacted ____________________

Total Number of Different Citizens Contacted ____________________

Number of 4-C Meetings and Attendance of each ____________________

Number of Other Meetings and/or Workshops at which a 4-C presentation was made and the number of persons attending each meeting and/or workshop ________

Number of newspaper articles and estimated reading audience per article ________

Number of radio spots and estimated listening audience of each ____________________

Number of TV spots and estimated viewing audience of each ________________________

Other:

APPENDIX B

Data

Agency Survey Summary Data:

Number of Agencies Identified and Number of Surveys Completed

	Athens	Edinburg	Juneau	San Antonio	Winston-Salem
Agency Survey I (S1): December, 1971					
Agencies identified	39	52	N/A	137	81
Surveys completed	35	52	N/A	136	81
Agency Survey II (S2): June, 1972					
Agencies identified	39	55	N/A	166	105
Surveys completed	29	48	N/A	150	105
Agency Survey III (S3): December, 1972					
Agencies identified	55	55	22	177	115
Surveys completed	55	53	20	158	115
Agency Survey IV (S4): May, 1973					
Agencies identified	58	55	21	172	143
Surveys completed	57	51	19	151	143
Agency Survey V (S5): May, 1974					
Agencies identified	58	56	28	160	160
Surveys completed	52	53	26	139	160

NOTE:

- Identified agencies include all those child serving agencies known to be operating at the time of the survey; public school programs and agencies known to be closed are not included.
- Unless otherwise specified, survey numbers on all summary tables indicate number of completed surveys.

Agency Survey Summary Data:

Number of Children Served and Number of Children on Waiting Lists in the Various Communities

City: Athens

Type of Agency Surveyed	Number of Children Served					Number of Children on Waiting List				
	S1	S2	S3	S4	S5	S1	S2	S3	S4	S5
Day Care - Private S1=11 S3=24 S5=27 S2=14 S4=24	733	569	1242	1368	1,189	55	?	290	132	191
Day Care - Non-Profit S1=12 S3=14 S5=14 S2=12 S4=14	612	530	708	796	573	82	50	2,458	149	179
Services for Older Children S1=3 S3=3 S5=3 S2=3 S4=3	1325	3800	1605	2960	709	-	-	3,005	3030	85
Services for Handicapped S1=5 S3=5 S5=5 S2=5 S4=5	205	1665	209	593	270	-	-	200	215	127
Direct Services - Government & Private S1=4 S3=4 S5=4 S2=4 S4=4	1076	922	3047	141	16,545	-	-	-	150	22
Indirect Services - Government & Private S1=5 S3=5 S5=5 S2=5 S4=5	-	-	400	700	700	-	-	3,000	?	?
Total	3951	7486	7211	6558	19,986	137	50	35,953	3676	604
Total Surveys	30	43	55	55	58	30	43	55	55	58

Agency Survey Summary Data:

Number of Children Served and Number of Children on Waiting Lists in the Various Communities

City: Edinburg

Type of Agency Surveyed	Number of Children Served					Number of Children on Waiting List				
	S1	S2	S3	S4	S5	S1	S2	S3	S4	S5
Day Care - Private S1=16 S3=13 S5=12 S2=10 S4=13	416	210	262	315	289	8	81	20	67	5
Day Care - Non-Profit S1=19 S3=18 S5=18 S2=18 S4=18	1,129	1091	816	830	1,101	434	428	40	210	308
Services for Older Children S1=3 S3=5 S5=7 S2=5 S4=5	5,155	1198	961	225	4,130	100	1223	3400	65	605
Services for Handicapped S1=8 S3=10 S5=9 S2=7 S4=9	286	266	835	224	623	-	3	-	27	17
Direct Services - Government & Private S1=5 S3=6 S5=6 S2=7 S4=5	7,695	6636	2330	5285	5,687	-	4100	4000	203	-
Indirect Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	-	-	-	-	-	-	-	-	-	-
Total	14,681	9401	5104	6879	11,830	542	5835	7460	572	935
Total Surveys	52	48	53	51	53	52	48	53	51	53

Agency Survey Summary Data:

Number of Children Served and Number of Children on Waiting Lists in the Various Communities

City: Juneau

Type of Agency Surveyed	Number of Children Served S3	Number of Children Served S4	Number of Children Served S5	Number of Children on Waiting List S3	Number of Children on Waiting List S4	Number of Children on Waiting List S5
Day Care - Private S3=3 S5=3 S4=3	113	110	100	0	0	6
Day Care - Non-Profit S3=5 S5=4 S4=5	134	132	151	51	209	0
Services for Older Children S3=4 S5=8 S4=5	1335	2130	3840	40	0	5
Services for Handicapped S3=1 S5=1 S4=1	41	28	42	34	34	38
Direct Services - Government & Private S3=7 S5=8 S4=7	249	642	241	50	101	24
Indirect Services - Government & Private S3=2 S5=2 S4=2	43	35	11	5	0	0
Total	1915	3077	4385	180	344	73
Total Surveys	20	19	26	20	19	26

Agency Survey Summary Data:

Number of Children Served and Number of Children on Waiting Lists in the Various Communities

City: San Antonio

Type of Agency Surveyed	Number of Children Served					Number of Children on Waiting List				
	S1	S2	S3	S4	S5	S1	S2	S3	S4	S5
Day Care - Private S1=84 S3=103 S5=90 S2=100 S4=97	5,427	5,023	6,030	5,336	5,646	278	94	211	425	517
Day Care - Non-Profit S1=22 S3=27 S5=23 S2=25 S4=27	1,523	1,730	1,832	1,816	1,724	215	133	138	8	316
Services for Older Children S1=17 S3=15 S5=13 S2=12 S4=15	4,948	3,939	4,386	4,716	5,273	296	4	40	11	29
Services for Handicapped S1=11 S3=11 S5=11 S2=11 S4=10	1,244	1,358	1,382	1,148	1,090	12	38	32	5	36
Direct Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	400	400	160	700	?	?	?	?	?	?
Indirect Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	?	?	?	?	?	?	?	?	?	?
Total	13,542	12,450	13,790	13,716	13,773	801	269	421	449	898
Total Surveys	136	150	158	151	139	136	150	158	151	139

Agency Survey Summary Data:
Number of Children Served and Number of Children on Waiting Lists in the Various Communities

City: Winston-Salem

Type of Agency Surveyed	Number of Children Served S1	S2	S3	S4	S5	Number of Children on Waiting List S1	S2	S3	S4	S5
Day Care - Private S1=39 S3=67 S5=102 S2=62 S4=93	2613	3307	3144	5929	5915	408	411	129	2470	791
Day Care - Non-Profit S1=11 S3=17 S5=18 S2=17 S4=18	934	1160	1412	1722	1219	37	60	137	529	153
Services for Older Children S1=2 S3=5 S5=9 S2=4 S4=5	456	400	525	261	664	?	?	?	?	10
Services for Handicapped S1=3 S3=3 S5=4 S2=3 S4=4	75	49	81	112	128	15	?	206	3	16
Direct Services - Government & Private S1=4 S3=5 S5=5 S2=5 S4=5	1666	133	?	85	427	?	?	?	?	120
Indirect Services - Government & Private S1=4 S3=8 S5=8 S2=7 S4=8	350	480	300	459	407	?	?	?	305	50
Total	6094	5529	5192	8568	8760	460	471	472	3307	1140
Total Surveys	63	96	105	133	146	63	96	105	133	146

Agency Survey Summary Data:

Familiarity with 4-C

City: Athens

Type of Agency Surveyed	S1	S2		S3		S4		S5		
	F	F	C	F	C	F	C	F	C	W
Day Care - Private S1=11 S3=24 S5=27 S2=14 S4=24	9	7	4	21	13	19	15	20	17	0
Day Care - Non Profit S1=12 S3=14 S5=14 S2=12 S4=14	11	10	10	13	13	12	12	10	10	0
Services for Older Children S1=3 S3=3 S5=3 S2=3 S4=3	1	2	1	2	1	3	0	3	2	0
Services for Handicapped S1=5 S3=5 S5=5 S2=5 S4=5	2	3	1	4	4	5	5	4	4	0
Direct Services - Government & Private S1=4 S3=4 S5=4 S2=4 S4=4	0	2	1	3	2	4	4	4	4	0
Indirect Services - Government & Private S1=5 S3=5 S5=5 S2=5 S4=5	2	1	1	3	2	2	2	5	4	0
Total F/C/W	25	25	18	46	25	35	38	46	41	0
Total Surveys	30	43		55		55		58		

F=Number of agencies reporting Familiarity with 4-C

C=Number of agencies reporting Cooperation with 4-C

W=Number of agencies reporting Written agreements with 4-C

Agency Survey Summary Data:

Familiarity with 4-C

City: Edinburg

Type of Agency Surveyed	S1	S2		S3		S4		S5		
	F	F	C	F	C	F	C	F	C	W
Day Care - Private S1=16 S3=13 S5=12 S2=10 S4=13	8	7	6	9	2	6	2	5	1	0
Day Care - Non Profit S1=19 S3=18 S5=18 S2=18 S4=18	19	18	18	18	16	18	18	17	17	0
Services for Older Children S1=3 S3=5 S5=7 S2=5 S4=5	0	1	1	2	2	1	1	3	3	0
Services for Handicapped S1=8 S3=10 S5=9 S2=7 S4=9	1	2	2	4	2	7	6	5	5	0
Direct Services - Government & Private S1=5 S3=6 S5=6 S2=7 S4=5	5	5	5	3	1	3	1	5	3	0
Indirect Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	1	1	1	1	1	1	1	0	0	0
Total F/C/W	34	34	33	37	24	36	29	35	29	0
Total Surveys	52	48		53		51		53		

F= Number agencies reporting Familiarity with 4-C

C= Number agencies reporting Cooperation with 4-C

W= Number agencies reporting Written agreements with 4-C

Agency Survey Summary Data:

Familiarity with 4-C

City: Juneau

Type of Agency Surveyed	S3		S4		S5		
	F	C	F	C	F	C	W
Day Care - Private S3=3 S5=3 S4=3	2	0	1	0	2	0	0
Day Care - Non Profit S3=5 S5=4 S4=5	4	4	3	1	3	2	0
Services for Older Children S3=4 S5=8 S4=5	3	3	5	1	8	1	0
Services for Handicapped S3=1 S5=1 S4=1	1	1	1	1	1	1	0
Direct Services - Government & Private S3=7 S5=8 S4=7	6	6	5	2	6	3	0
Indirect Services - Government & Private S3=2 S5=2 S4=2	2	1	2	0	2	0	0
Total F/C/W	18	15	17	5	22	7	0
Total Surveys	20		19		26		

F= Number of agencies reporting Familiarity with 4-C

C= Number of Agencies reporting Cooperation with 4-C

W= Number of agencies reporting Written agreements with 4-C

Agency Survey Summary Data:

Familiarity with 4-C

City: San Antonio

Type of Agency Surveyed	S1	S2		S3		S4		S5		
	F	F	C	F	C	F	C	F	C	W
Day Care - Private S1=84 S3=103 S5=90 S2=100 S4=97	27	35	4	43	7	46	15	39	11	2
Day Care - Non Profit S1=22 S3=27 S5=23 S2=25 S4=27	20	25	25	26	26	27	27	17	10	6
Services for Older Children S1=17 S3=15 S5=13 S2=12 S4=15	6	8	8	9	7	9	7	7	5	4
Services for Handicapped S1=11 S3=11 S5=11 S2=11 S4=10	3	6	5	9	5	9	4	4	1	0
Direct Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	0	1	1	1	1	1	1	1	1	1
Indirect Services - Government & Private S1=1 S3=1 S5=1 S2=1 S4=1	0	0	0	0	0	0	0	0	0	0
Total F/C/W	56	75	43	88	46	92	54	68	28	13
Total Surveys	136	150		158		151		139		

F= Number agencies reporting Familiarity with 4-C

C= Number agencies reporting Cooperation with 4-C

W= Number agencies reporting Written agreements with 4-C

Agency Survey Summary Data:

Familiarity with 4-C

City: Winston-Salem

	S1	S2		S3		S4		S5		
Type of Agency Surveyed	F	F	C	F	C	F	C	F	C	W
Day Care - Private S1=39 S3=67 S5=102 S2=62 S4=93	3	9	3	32	10	47	27	59	38	0
Day Care - Non Profit S1=11 S3=17 S5=18 S2=17 S4=18	3	11	5	15	6	13	10	17	16	1
Services for Older Children S1=2 S3=5 S5=9 S2=4 S4=5	0	3	0	3	0	5	3	5	3	0
Services for Handicapped S1=3 S3=3 S4=4 S2=3 S4=4	0	1	0	3	1	2	1	1	1	0
Direct Services - Government & Private S1=4 S3=5 S5=5 S2=5 S4=5	1	4	3	3	3	4	3	4	4	0
Indirect Services - Government & Private S1=4 S3=8 S5=8 S2=7 S4=8	2	3	3	7	1	4	3	4	2	0
Total F/C/W	9	31	14	20	21	20	47	90	64	1
Total Surveys	63	96		105		133		146		

F=Number of agencies reporting Familiarity with 4-C

C=Number of agencies reporting Cooperation with 4-C

W=Number of agencies reporting Written agreement with 4-C

B-12

Agency Survey Summary Data:

Agency Referral Patterns

City: Athens

Type of Agency Making Referrals	Agencies to Whom Referrals Are Made Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S2=3/14 S4=11/24 S3=18/24 S5=15/27	2 Special Services Ctr. 1 U. of Ga. Speech Therapy 1 Private Day Care	10 Special Services Ctr. 6 Private Day Care 5 U. of Ga. Speech & Hearing 4 U. of Ga. (Gen.) 2 U. of Ga. Psych. Clinic 1 4-C 1 U. of Ga. Ear Clinic 1 Medical Services 1 Mental Health 1 Public Schools 1 Health Dept. 1 Reading Clinic 1 Kindergartens	8 Private Day Care 3 Special Services Ctr. 2 4-C 1 U. of Ga. (Gen.) 1 U. of Ga. Psych. Services	11 Private Day Care 9 Ga. M.R. Center 2 Health Dept. 1 Private Physicians 1 Athens Child Develop. Center 1 Family Services
Day Care - Non-Profit S2=4/12 S4=8/14 S3=14/14 S5=9/14	1 Special Services Ctr. 1 Legal Aid 1 Housing 1 U. of Ga. (Gen.)	8 Special Services Ctr. 7 U. of Ga. (Gen.) 3 Private Day Care 3 Health Dept. 2 4-C 2 Family Counseling 2 Medical Services 2 Model Cities 1 U. of Ga. Speech Therapy 1 Housing 1 Resource Mobilization	3 Athens Child Dev. Center 3 4-C 2 Private Day Care	10 4-C 6 Family Services 6 Human Resources 3 Health Dept. 1 Special Services Ctr. 1 Comm. Action Prog. 1 Model Cities 1 Private Day Care 1 Mental Health 1 Athens Child Develop. Center 1 Gen. Non Military Services

Agency Survey Summary Data:

Agency Referral Patterns

City: Athens (Continued)

Type of Agency Making Referrals	Agencies to Whom Referrals are Made			
	Survey 2	Survey 3	Survey 4	Survey 5
Services for Older Children S2=3/3 S4=3/3 S3=2/3 S5=3/3	1 Health Dept. 1 U. of Ga. Reading Center 1 U. of Ga. Psych. Dept. 1 U. of Ga. Speech & Hearing	2 Spec. Services Ctr. 1 U. of Ga. Spec. Ed. 1 U. of Ga. Psych. Ser. 1 Health Dept. 1 Opthamology Clinic 1 Public School - Spec. Educ. 1 U. of Ga. Reading Clinic	2 Crippled Children Center 2 Ga. M.R. Center 1 Public Schools	1 Spec. Services Ctr. 1 U. of Ga. (Gen.) 1 U. of Ga. Speech & Hearing
Services for Handicapped S2=3/5 S4=5/5 S3=5/5 S5=5/5		3 Ctr. for Handicapped 3 Ga. M.R. Center 3 Family Counseling 2 Spec. Services Ctr. 1 School for the Blind 1 U. of Ga. Speech & Hearing 1 School for Deaf 1 U. of Ga. Except. Child Clinic 1 Guidance & Counseling	2 U. of Ga. (Gen.) 2 School for Deaf 2 Spec. Services Ctr. 1 Public School - Spec. Educ. 1 Day Care Train. Centers 1 Child & Family Services 1 School for the Blind 1 Private Physicians	3 Mental Health 3 Family Services 1 Spec. Services Ctr. 1 Ga. M.R. Center 1 Lyons Club 1 U. of Ga. Speech & Hearing
Direct Services - Government & Private S2=3/4 S4=1/4 S3=3/4 S5=3/4	1 Hospital 1 Model Cities 1 Spec. Services Ctr. 1 U. of Ga. Speech & Hearing 1 Family Planning 1 Crippled Children Hosp. (Atlanta)	2 Private Agencies 1 Mental Health 1 County Extens. Serv. 1 School for the Blind 1 U. of Ga. (Gen.) 1 Courts 1 Public Schools	1 Crippled Children Ctr. (Atlanta) 1 Social Serv. Ctr. 1 Ga. M.R. Center 1 Mental Health Clinic 1 Medical Services 1 Dental Services	4 Family Services 3 4-C 2 Ga. M.R. Center 2 Spec. Services Ctr. 1 Mental Health 1 Human Resources 1 Legal Aid 1 Comm. Action Program
Indirect Services - Government & Private S2=0/5 S4=0/5 S3=1/5 S5=2/5		1 Spec. Services Ctr. 1 Mental Health 1 Family Counseling Services	1 Private Day Care 1 East Athens Child Develop. Ctr.	2 Family Services 1 Mental Health 1 Human Resources

NOTE: Survey numbers indicate number making referrals/total number surveys

B-14

Agency Survey Summary Data:

Agency Referral Patterns

City: Edinburg

Type of Agency Making Referrals	Agencies To Whom Referrals are Made			
	Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S2=3/10 S4=2/13 S3=5/13 S5=7/12	3 Private Day Care 1 Speech Therapy 1 MH-MR 1 OEO Day Care	2 Private Day Care	2 Private Day Care	5 Private Day Care 1 Health C[illegible] 1 Private Physicians 1 School Districts
Day Care - Non-Profit S2=18/18 S4-0/18 S3=0/18 S5=18/18	8 Community Services 7 MH-MR 6 Dept. Public Welfare 5 Crippled Children 5 Health Clinics 3 Health Dept. 3 Commission for the Blind 2 Voc. Rehab. Center 2 Private Day Care 1 Migrant Day Care 1 Private Physicians 1 Easter Seals Society 1 Speech Therapy 1 Surplus Foods 1 Texas Employment Comm.			13 Easter Seals Society 12 MH-MR 10 Health Clinics 8 Community Services 5 Dept. Public Welfare 4 Comm. for the Blind 4 Human Resources 2 Social Security 2 County Health Dept. 1 Food Stamps 1 Texas Employment Comm. 1 Legal Aid 1 County Manpower 1 Police 1 Heart Clinic
Services for Older Children S2=5/5 S4=3/5 S3=4/5 S5=6/7	3 Voc. Rehab. Center 3 GED Program 2 Mental Health Clinics 1 Methadone Clinic 1 Dept. Public Welfare 1 Teen Job Center 1 Migrant Program 1 Catholic Charity 1 Boy Scouts	3 GED Program 2 Health Dept. 1 Manpower Training 1 Job Placement 1 School District 1 Texas Employment Comm.	2 Manpower Training 2 GED Program 1 Community Action Program 1 Teen Job Center 1 School District 1 Minority College Counselling 1 National Migrant Program	2 Texas Employment Comm. 2 Social Security 1 Migrant Project 1 Teen Job Center 1 Minority College Counselling 1 GED Program 1 MH-MR 1 Dept. Public Welfare 1 County Health Dept. 1 Assn. of Social Service Agencies

Agency Survey Summary Data:

Agency Referral Patterns

City: Edinburg (Continued)

Type of Agency Making Referrals	Agencies to Whom Referrals are Made			
	Survey 2	Survey 3	Survey 4	Survey 5
Services for Handicapped S2=6/7 S4=2/9 S3=4/10 S5=8/9	3 Crippled Children 2 MH-MR 1 Dept. Public Welfare 1 Private Tutors 1 Private Physicians	2 Blind School 1 MH-MR 1 Sheltered Workshop 1 State Institute 1 Crippled Children	1 Special Education Classes 1 Muscular Dystrophy 1 Hospitals	5 Assn. of Social Service Agencies 1 MH-MR 1 Texas Education Agency 1 Dept. Public Welfare 1 Private Physicians
Direct Services - Government & Private S2=6/7 S4=4/5 S3=3/6 S5=5/6	4 Voc. Rehab. Center 4 Dept. Public Welfare 3 OEO 2 Crippled Children 2 Comm. for the Blind 2 Operation Mainstream 2 GED Program 2 Manpower Training 2 Teen Job Center 1 Methadone Clinic 1 Public Schools 1 Military Service 1 Legal Aid	2 Crippled Children 1 Catholic Charity	1 Texas Rehab. Center 1 Private Businesses 1 Job Corp 1 Teen Job Center 1 Migrant Council 1 MH-MR 1 Juvenile Probation	2 Dept. Public Welfare 2 MH-MR 2 County Health Dept. 1 Comm. for the Blind 1 Day Care Programs 1 Manpower Training 1 Hospitals
Indirect Services - Government & Private S2=0/1 S4-0/1 S3=0/1 S5-1/1				1 Public Health Dept. 1 Private Physicians

NOTE: Survey numbers indicate number making referrals/total number surveys completed

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Agency Survey Summary Data:

Agency Referral Patterns

City: Juneau

Type of Agency Making Referrals	Agencies to Whom Referrals are Made		
	Survey 3	Survey 4	Survey 5
Day Care - Private S3=0/3 S5-2/3 S4=1/3		1 Alaska Psychiatric Inst. 1 Residential Facilities 1 Dept. of Corrections	1 Dept. Mental Healt 1 Dept. of Correctio 1 Foster Homes 1 Hearing Tests
Day Care - Non-Profit S3=4/5 S5=3/4 S4=1/5	1 Day Care 1 Hearing Screening 1 Opthamologist 1 Alaska Crippled Child. 1 Speech Therapy 1 School System 1 Dentists 1 Private Physicians 1 Health Clinic 1 Psychiatrist	1 Center for Handicapped 1 School	2 Center for Handica 2 Private Day Care 1 Medical Services 1 Health & Soc. Serv
Services for Older Children S3=3/4 S5=5/8 S4=4/5	2 Teenage Club 1 State Employment 1 Employment Guidance 1 Bur. Indian Affairs 1 Children's Home	2 Bur. Indian Affairs 2 Dept. Pub. Welfare 1 Family Service Center 1 Teenage Club 1 Service Organization 1 Medical Services	1 Manpower Training 1 Bur. Indian Affair 1 Family Services 1 Schools 1 Mental Health Clin 1 Family Planning 1 Employment Agencie 1 Teen Homes 1 Salvation Army Hom
Services for Handicapped S3=1/1 S5=1/1 S4=1/1	1 Speech & Hearing 1 Mental Health Clinic 1 Dept. of Health & Welf. 1 Foster Homes 1 Neurological Clinic 1 Orthopedic Clinic 1 School	2 Private Day Care 1 Bur. Indian Affairs 1 Dept. Pub. Welfare 1 Voc. Rehab.	2 Day Care 1 Speech & Hearing 1 Medical Services 1 Family Services
Direct Services - Government & Private S3=5/7 S5=5/8 S4=4/7	2 Bur. Indian Affairs 1 Child Study 1 Mental Health 1 Voc. Rehab. 1 Manpower Training 1 State Employment Comm. 1 Alt. High School 1 State Corrections 1 Foster Homes 1 Welfare 1 Children's Hospital	2 Neighborhood Youth Corp 2 Public Health 1 Manpower Training 1 School Counselors 1 Dept. Public Welfare 1 Bur. Indian Affairs 1 Mental Health Clinic 1 Occup. Voc. Rehab. 1 Alt. High School 1 Boarding Schools 1 Mental Health Clinic 1 Private Physicians	3 Mental Health Clini 3 Private Physicians 2 Bur. Indian Affairs 1 Family Service Cent 1 Schools 1 Court 1 Health Dept. 1 Teenage Club
Indirect Services - Government & Private S3=2/2 S5=2/2 S4=0/2	1 4-C's 1 Childrens Home 1 Private Physicians 1 Health Center		2 Private Day Care 2 Public Health 1 Bur. Indian Affairs 1 Family Services 1 School Nurse 1 Mental Health Clini

NOTE: Survey numbers indicate number making referrals/total number surveys

Agency Survey Summary Data:

Agency Referral Patterns

City: San Antonio

Type of Agency Making Referrals	Agencies to Whom Referrals are Made Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S2=28/100 S4=28/97 S3=46/103 S5=50/90	15 Private Day Care 3 County Child Guid. 2 Dept. Public Welfare 2 Medical Services 2 Speech & Hearing Ctr. 1 Non-Profit Day Care 1 County School for the Blind 1 County School for the Retarded 1 Private 1st Grades	27 Private Day Care 10 Dept. Public Welfare 3 Non-Profit Day Care 2 Public Schools 1 Medical Services 1 Speech & Hearing Center 1 Licensed Family Day Homes 1 Private Kindergarten	16 Private Day Care 8 Dept. Public Welfare 1 Non-Profit Day Care	39 Private Day Care 7 Infant Day Care 7 Community Guidance 3 Dept. Public Welfare 2 Private Schools 2 Military Programs 1 County Hospital 1 Learning Center 1 Handicapped Services 1 Private Physicians 1 4-C 1 Psychological Test Center 1 School Districts 1 Mental Health 1 Head Start
Day Care - Non-Profit S2=8/25 S4=2/27 S3=20/27 S5=21/23	5 Non-Profit Day Care 2 Medical Services 1 Dept. Public Welfare	12 Non-Profit Day Care 5 Dept. Public Welfare 3 Medical Services 2 Food Stamps 1 Private Day Care 1 Health Dept. 1 Child Guid. Clinic 1 Easter Seals Society 1 Cerebral Palsy	1 Non-Profit Day Care 1 Private Day Care	9 Head Start 6 4-C Centers 3 Non-Profit Day Care 3 Infant Day Care 3 Speech Clinic 2 Mental Health 2 County Hospital 1 Private Physicians 1 Mirasol Project 1 Community Centers 1 WIN Services 1 Dental Clinic 1 Health Dept.

Agency Survey Summary Data:

Agency Referral Patterns

City: San Antonio (Continued)

Type of Agency Making Referrals	Agencies to Whom Referrals are Made Survey 2	Survey 3	Survey 4	Survey 5
Services for Older Children S2=8/12 S4=4/15 S3=12/15 S5=7/13	2 Medical Services 2 Public Schools 1 Children's Service Bur. 1 Social Welfare Agencies 1 Non-Profit Day Care 1 Recreational Centers	2 Medical Services 2 County Child Welfare 2 Family Services 2 Community Guidance 2 Private Schools 2 Private Day Care 1 Residential Facilities 1 Speech & Hearing Center 1 Model Cities	1 Private Day Care 1 Non-Profit Day Care	6 Residential Facilities 2 Day Care 2 Infant Day Care 2 Dept. Public Welfare 1 Private Schools 1 United Way Agencies 1 MH-MR
Services for Handicapped S2=7/11 S4=5/10 S3=10/11 S5=5/11	1 Social Services 1 Private Schools 1 State Hospital 1 Community Guidance 1 MH-MR	3 Medical Services 2 Family Services 2 MH-MR 1 Community Guidance 1 MS Society 1 Easter Seals Society 1 Comm. for the Blind 1 SA Assoc. for Retarded 1 County School for Deaf 1 Child Develop. Ctrs. 1 SA Children's Clinic	2 MH-MR 1 Comm. for the Blind	1 MH-MR 1 Residential Facilities 1 EMR Center
Direct Services - Government & Private S2=1/1 S4=1/1 S3=1/1 S5=1/1		1 SA Childrens Clinic	1 SA Childrens Clinic	1 SA Childrens Clinic 1 Speech & Hearing Clinic 1 Family Services
Indirect Services - Govern- & Private S2=1/1 S4=0/1 S3=0/1 S5=1/1	1 Dept. Public Welfare			1 Voc. Rehab. 1 Dept. Public Welfare 1 NYC 1 MH-MR

NOTE: Survey numbers indicate number making referrals/total number surveys

Agency Survey Summary Data:

Agency Referral Patterns

City: Winston-Salem

Type of Agency Making Referrals	Agencies to Whom Referrals Are Made Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S2=13/62 S4=40/93 S3=8/57 S5=35/102	9 Private Day Care 3 Speech & Hearing Center 1 Family Services 1 Hospital 1 Medical Services 1 Dental Services 1 Psychological Services 1 Learning Disabilities Centers 1 Reading Center	4 Private Day Care 2 Reading & Speech Clinic 2 Developmental Evaluation Clinic 2 Child Guidance Clinic 1 Speech & Hearing Clinic 1 Family Services	34 Private Day Care 2 4-C 2 Child Development Program 2 Reading Clinic 1 Social Workers 1 Infant Day Care 1 Social Services 1 Public Schools 1 Hospital	11 4-C 10 Private Day Care 6 Child Guidance Center 4 Child Development Program 2 Speech & Hearing Clinic 1 Family Services 1 Reading Clinic 1 Psychologists 1 Bowman-Gray Medical School 1 Opthamologists 1 Salem College 1 Mental Retardation Services 1 Northwest Child Development Program 1 Head Start 1 Tutoring 1 County Health
Day Care - Non-Profit S2=3/17 S4-9/18 S3-11/18 S5-5/18	3 Social Services 2 Child Guidance Clinic 1 Model Cities 1 Psychologists	7 Social Services 6 Child Guidance Clinic 4 Model Cities 3 Family Services 1 Private Day Care 1 Psychological Services 1 Speech Center 1 Head Start 1 Family Planning	4 Private Day Care 3 Child Development Clinic 3 Social Services 1 Northwest Child Development 1 Manpower 1 Family Services 1 Public Schools	4 Private Day Care 3 Family Services 1 Reading Clinic
Services for Older Children S2=1/4 S4=1/5 S3=3/5 S5=5/9	1 Private families	2 Child Guidance Clinic 2 Family Services 2 Social Services 2 Recreation Programs 1 Voc. Rehab.	1 Salvation Army 1 Social Services 1 Cancer Services	1 Child Guidance Center 1 Salem College 1 Learning Foundation 1 Private Day Care

Agency Survey Summary Data:

Agency Referral Patterns

City: Winston-Salem (Continued)

Type of Agency Making Referrals	Agencies To Whom Referrals Are Made Survey 2	Survey 3	Survey 4	Survey 5
Services for Handicapped S2=1/3 S4=3/4 S3=3/3 S5=1/4	1 Medical	2 Child Guidance Clinic 1 Family Services 1 Public Schools 1 Model Cities 1 Children's Center	3 Developmental Evaluation Center 1 Baptist Hospital 1 Model Cities 1 Public School 1 Social Services 1 Family Services 1 Private Physicians 1 Private Day Care	1 Orthopedic Specialists 1 Health 1 Schools
Direct Services - Government & Private S2=1/5 S4=0/5 S3=2/5 S5=4/5	2 Child Guidance Clinic 1 Social Services 1 Hospitals	2 Child Guidance Clinic		1 Salem College 1 Family Services 1 Schools 1 Health 1 Private Day Care 1 Voc. Rehab. 1 Easter Seal Clinic
Indirect Services - Government & Private S2=1/7 S4=2/8 S3=4/8 S5=2/8	1 Health Organizations	3 Child Guidance Clinic 1 Private Psychiatrists 1 Private Physicians 1 Easter Seals 1 Medical Services 1 Special Enrichment Center 1 Social Services	1 Cerebral Palsy Center 1 Recreation Program 1 Counseling and Psychological 1 Northwest Child Devel.	1 Easter Seal Clinic 1 Health 1 Reading Clinic 1 Speech Clinic 1 Psychologist 1 Physical 1 Family Services 1 Emotional Problems

NOTE: Survey numbers indicate number making referrals/total number surveys

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Athens

Type of Agencies Citing Services Needed	Survey 1	Survey 2	Services Needed Survey 3	Survey 4	Survey 5
Day Care - Private S1=3/11 S3=15/24 S5=10/27 S2=3/14 S4=5/24	1 Infant Day Care 1 Public Kind. 1 Day Care	2 Infant Day Care 1 Day Care 1 Transportation 1 Public Kind.	4 IV-A Funds for More Day Care 3 Local Funding for Day Care 3 Quality Day Care 2 Serv. for Emo. Disturbed 2 Kindergarten 2 Medical Serv. 1 Infant Day Care 1 After School Day Care 1 Expand Model Cities 1 Day Care Train. 1 Transportation 1 Drop-In Day Care	2 After School Day Care 1 Recreation Fac. 1 Parks 1 Day Care 1 Educ. Progs. for 3-5 years 1 Infant Day Care	3 Nursery 2 24-Hour Care 2 After School Care 1 Weekend Care 1 Day Care 1 Middle Income Progs. 1 Supportive Services, e.g. Dental
Day Care - Non-Profit S1=9/12 S3=14/14 S5=7/14 S2=4/12 S4=7/14	3 Infant Day Care 2 Medical Services 1 Psychiatric Ser. 1 Day Care 1 Social Services 1 Handicapped Care 1 Retarded Care 1 Home Ec. Train. 1 Transportation 1 Emergency Day Care 1 Foster Homes	1 Transportation 1 Medical Services 1 Dental Services 1 Emergency Foster Care 1 Infant Day Care	6 Day Care 4 Diag. & Treatment Ser. for Prob. Children 4 Low & Mid. Income Day Care 3 Social Services 2 Health Services 2 Infant Day Care 1 Public Kind. 1 Better Referral System 1 Drop-In Day Care 1 Parent Ed/Involvement Progs. 1 Ed. Prog. 4-5 yrs.	4 Day Care 1 Preschool Progs. 1 Emo. Dis. Progs. 1 Dental Services 1 Medical Services 1 Psych. Services	3 Private Day Care 1 After School Progs. 1 Middle Income Progs. 1 24-Hour Day Care 1 Health Progs. 1 Recreation Progs.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Athens (Continued)

Type of Agencies Citing Services Needed	Services Needed Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Non-Profit (Continued)			1 IV-A guideline administration 1 Dental Services 1 Emergency Day Care		
Services for Older Children S1=0/3 S3=3/3 S5=2/3 S2=2/3 S4=1/3		1 Transportation 1 Medical Services 1 Handicapped Ser.	1 Day Care 1 Specific Learn. Disabilities 1 Emo. Prob. Serv.	1 Emo. Prob. Serv.	1 College Prep Private Day School 1 Recreation Programs
Services for Handicapped S1=4/5 S3=3/5 S5=4/5 S2=4/5 S4=4/5	1 Infant Day Care 1 Day Care 1 Public Kind. 1 Spec. Ed. Prog. 1 Adol. Field Ser.	1 Kindergarten 1 Day Care 1 Handicapped Ser. 1 Spec. Ed. Serv. 1 Spec. Ed. Personnel	1 Preschool for Handicapped 1 EMR Classes 1 Sheltered Workshops for TMR Adoles. 1 Homebound Teacher 1 Additions to all current programs 1 Behav. Prob. Programs	1 Day Care 1 Emo. Dis. Classes 1 EMR Voc. Train. 1 Staff & Funds for Deaf Child Prog.	1 Res. Treatment for Emo. Disturbed 1 Group Placement for Predelinquents 1 Vocational Services 1 Babysitting for M.R. 1 Res. Services for M.R 1 Services to Deaf
Direct Services - Government & Private S1=0/4 S3=3/4 S5=4/4 S2=2/4 S4=2/4		2 Dental Services 1 Medical Serv. 1 Day Care 1 Kindergarten	1 Health Ed. Prog. for Families 1 Quality Day Care 1 EMR Progs. 1 Emo. Dis. Prog. 1 Sub & Teen Girl Prog. 1 Voc. Training 1 Youth Employment 1 Extend Model Cities	1 Pre-teen & Teen Programs 1 Day Care 1 After School Day Care	2 Expansion of Existing Progs. 1 Group Homes 1 Delinquent Girls Home 1 Day Care
Indirect Services - Government & Private S1=1/5 S3=4/5 S5=3/5 S2=0/5 S4=0/5	1 Juvenile Fac.		4 Parent Educa. 2 Comm. Educ. 1 Day Care 1 Increase Volume of Child Services		1 Middle Income Progs. 1 Res. Care for Predelinquents 1 Res. Care for Children in Homes Endangered by Mentally Ill Adults

NOTE: Agency Survey numbers indicate number citing services needed/total number surveys.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Edinburg

Type of Agencies Citing Services Needed			Services Needed		
	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S1=6/16 S3=4/13 S5=6/12 S2=5/10 S4=4/13	3 Infant Day Care 2 Day Care 1 School Fac. 1 Recreat. Fac.	3 Infant Day Care 2 Day Care 1 All Night Care 1 Recreat. Fac.	2 Day Care 1 Infant Day Care 1 Low Income Fac. 1 Youth Center 1 Girls Home	4 Day Care	2 Infant Day Care 2 Day Care-General 1 Uniform Regulation Enforcement by DPW 1 Services for Gifted 1 Training for Day Care Personnel 1 Summer Recreation 1 Volunteer Help
Day Care - Non-Profit S1-16/18 S3=3/18 S5=11/18 S2=16/18 S4=4/18	5 Day Care 3 Parent Educ. 2 Medical & Dental 2 Miscellaneous 2 School Fac. 2 After School & Recreat. Fac. 2 Preschool 1 Rehab. for Delinquents 1 Serv. for Emo. Disturbed 1 Phys. Handicapped 1 Speech Therapy 1 Dental 1 Medical 1 Kindergarten 1 Infant Day Care	5 Infant Day Care 4 Day Care 2 Medical 2 Dental 1 Health Care Service 1 After School Day Care 1 Speech Therapy 1 Parent Educ. 1 Medical & Dental 1 Day Care for High Income	3 Day Care 1 Day Care for High Income	7 Day Care 2 Day Care for Mid. Income 1 Lenient Income Guidelines	5 Transportation 4 Easier Hospital Admittance 3 Middle Income Day Care 3 Infant Day Care 2 Immunization Clinic 1 Day Care-General 1 Parent Employment 1 Recreat. Fac.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Edinburg (Continued)

Type of Agencies Citing Services Needed	Services Needed Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Services for Older Children S1=3/5 S3=4/5 S5=5/7 S2=5/5 S4=2/5	1 Day Care 1 After Sch. Tutor 1 Homes for Delinq. 1 Guidance & Counsel.	3 Recreat. Fac. 2 After School Rec. Facilities 2 Medical 1 Res. Homes for Juv. Delinq. 1 Foster Homes 1 Child Care	1 Adoles. Girls Home 1 Health Services 1 Job Counseling	2 Recreational 1 Day Care 1 Tutoring	1 Summer Recreation 1 Drop-Out Counseling 1 Drug Abuse Progs. 1 Buildings & Equip. 1 Youth Counseling
Services for Handicapped S1=5/8 S3=3/10 S5=9/9 S2=4/7 S4=1/9	1 Preschool 1 Phys. Handicapped 1 Speech Therapy 1 Preschool for MR 1 Identification & Preparation for HS	1 Day Care 1 Res. Fac. for MR 1 Transportation 1 Psychiatric Help 1 Medical Serv.	1 Additional Equipment 1 Volunteers 1 Help for Blind	1 Spec. Educ. Classes	6 Medical Services 6 Transportation 1 Diagnostic Screening 1 Vocational Progs. 1 Evaluation/Treatment for Severely Emotionally Dist. 1 Services for the Handicapped
Direct Services - Government & Private S1=2/5 S3=2/6 S5=5/6 S2=6/7 S4=2/5	1 Res. Fac. for Psychol. Hand. 1 Medical Services	3 Medical Services 3 Child Care 2 Rec. Fac. 1 Foster Homes for Adoles. 1 Group Fac. 1 Head Start Prog. 1 Day Care 1 Boys Club 1 Voc. Orient. for Jr. High Schools 1 Dental Services	1 Medical Services 1 Contracts to expand progs.	1 Medical Serv. 1 Summer Jobs	2 Dental Services 2 Medical Services 1 Placement Counseling 1 Evaluation/Treatment for Retarded 1 Day Care 1 Nutrition Education 1 Tutoring Services
Indirect Services - Government & Private S1=0/1 S3=0/1 S5=1/1 S2=0/1 S4=1/1				1 Girls Home 1 Prenatal Care	1 Legal Aid

NOTE: Survey numbers indicate number citing services needed/total number of surveys.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Juneau

	Services Needed		
Type of Agencies Citing Services Needed	Survey 3	Survey 4	Survey 5
Day Care - Private S3=3/3 S5=3/3 S4=2/3	2 Medical Services 1 MH Referrals 1 4-C's Continuance 1 Day Care	1 Mentally Ill Services 1 Delinquent Services 1 Day Care 1 Handicapped Services	2 Day Care 1 Emo. Disturbed Fac. 1 Rehab. Center for Delinquents 1 Day Care Supervision 1 After School Programs 1 YMCA 1 YWCA 1 Juvenile Services
Day Care - Non-Profit S3=5/5 S5=3/4 S4=4/5	3 Day Care 2 Medical Services 2 Children's Programming on TV 1 Speech & Hearing 1 Counselling for Parents 1 Screening for MH 1 After School Care 1 School Libraries	2 Day Care 1 Speech Therapy 1 Recreational Fac. 1 Medical Facilities 1 Infant Care	1 Nursery 1 Lower Income Services 1 Lower-Middle Income Services 1 Day Care
Services for Older Children S3-5/4 S5=6/8 S4=1/5	3 Recreational Fac. 1 Residential Fac. for Boys 1 4-C's Day Care 1 Before and After Day Care 1 Info. About Services 1 Volunteers 1 Educational Services	2 Day Care 1 Recreational Fac. 1 After School Recreat.	3 Teen Centers 2 Outdoor Recreation 2 Day Care 1 Salvation Army Receiving Home 1 Youth Service Bureau 1 School Services
Services for Handicapped S3=1/1 S5=1/1 S4=1/1	1 Physical Therapy 1 Blind Training 1 Welfare 1 Medical & Dental	1 Blind Services 1 Deaf Services 1 Phys. Handicapped Serv. 1 Preschool for MR 1 Medical Services 1 Counselling	1 Medical Services 1 Day Care 1 Nutritional Services
Direct Services - Government & Private S3=6/7 S5=8/8 S4=5/7	2 Miscellaneous 1 Medical Services 1 4-C Continuance 1 Housing & Services for Elderly 1 Guidance & Counselling 1 Social Services 1 Psychological Services 1 Residential Fac. 1 Optometrists 1 Preschool	3 Medical Services 2 Residential Fac. 1 Emo. Distrubed Serv. 1 Diag. & Training 1 Residential Fac. 1 Psychological Serv. 1 Before & After School Program 1 Dental Services 1 Visual Screening 1 Audio Testing 1 Social Services 1 Phys. Handicapped 1 Crisis Center 1 Activity Group for Students 1 Summer Employment	2 Diagnostic Clinic 2 Mental Health Programs 2 Summer Day Care 1 Teen Center 1 Professional Services 1 Day Care 1 Foster Families 1 Recreation Fac. 1 Alcoholism Treatment
Indirect Services - Government & Private S3=2/2 S5=2/2 S4=2/2	1 Day Care 1 Medical Services	2 Day Care 1 Social Services	1 Day Care 1 After School Care 1 Services-Abused Children 1 Abortion Counselling 1 Drug Abuse Prevention

NOTE: Survey numbers indicate number citing services needed/total number of surveys

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: San Antonio

Type of Agencies Citing Services Needed	Services Needed Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S1=39/84 S3=39/103 S5=45/90 S2=40/100 S4=21/97	12 Infant Day Care 9 Temporary/Drop In/Emerg. Child Care 5 Day Care 5 After Sch. Rec. 3 Better Quality EODC 3 Night/Weekend Child Care 3 Revision of Day Care Regs. 2 Parent Educ. 2 MR Day Care 2 Transportation 2 Low Income Day Care 1 MR Preschool 1 Fewer Short-term Exper. Gov't. Programs 1 Less Gov't. interference 1 Better Day Care Staff Train. 1 Day Care for Behavior Probs./Emo. Disturbed 1 Better Quality Day Care 1 Summer Camp for Low Income	13 Infant Day Care 4 Day Care for Low Income 3 Revision of Day Care Regs. 3 Parent Educ. 3 Progs. for MR & Handi. 3 Summer Rec. 2 Day Care for MR 2 Temp./Drop In/ Emerg. Child Care 2 Day Care 2 Better Day Care Staff Train. 2 Day Care for Behav. Probs./Emo. Disturbed 2 Better Quality Day Care 2 Progs. for Deaf 1 Transportation 1 Preschool for Retarded 1 After Sch. Rec. 1 Day Care-Handi. 1 Perceptual Motor Prog. 1 Better Utiliza. of Private Day Care	14 Infant Day Care 3 After Sch. Rec. 3 Day Care 3 Better Quality Day Care 2 Revision of Day Care Regs. 2 Prog. for Handi. & Retarded 1 Day Care for Retarded 1 Night/Weekend Child Care 1 Temp./Drop In/ Emerg. Child Care 1 Parent Educ. 1 Volunteer Help 1 Child Advoc. for Child Serv. in Minority Neighborhoods 1 Summer Progs. 1 Alternative Educ. Instit. 1 Day Care for Slightly Ill 1 Non-Profit Day Care 1 Speech Evaluat. Services	11 Infant Day Care 2 Day Care 2 Low Income Day Care 1 Night/Weekend Day Care 1 Temp./Drop In/ Emerg. Child Care 1 After Sch. Rec. 1 Better Day Care Staff Train. 1 More Coop. among Child Care Ctrs. 1 Sliding Fee Scale Day Care for All 1 Progs. for Handi. 1 Live-In Sitters 1 Downtown Day Care	29 Infant Day Care 7 After Sch. & Summer Rec. Progs. 3 Revision of Day Care Regs. 3 Part-time Child Care 2 P.M. Child Care 2 Handicapped Serv. 1 Emo. Dis. Services 1 Private 1st Grades 1 Low Income Day Care 1 Girl Rec. Progs. 1 Rec. Fac. 1 Quality Day Care 1 Day Care

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: San Antonio (Continued)

Type of Agencies Citing Services Needed	Survey 1	Survey 2	Services Needed Survey 3	Survey 4	Survey 5
Day Care - Private (Continued)	1 Progs./Services for MR & Hand.	1 Summer Preschool Programs 1 Qualified Sitters 1 Better Equip. for Day Care 1 Playgrounds 1 Sliding Fee Scale Day Care for All			
Day Care - Non-Profit S1=2/22 S3=12/27 S5=10/23 S2=8/25 S4=3/27	1 Infant Day Care 1 Psych. Services for EODC Prog.	2 Comm. Coord. of Services 2 Nursery Schools 2-3 yr. olds 1 After Sch. Prog. 1 Transportation 1 1/2 Day Pre-school 1 Day Care Staff Training 1 Hand./MR Serv.	3 Extension of Services 2 Infant Day Care 1 Better Equipped Rec. Fac. 1 Better College Guidance 1 Bilingual Prog. 1 Listing of Child Serv./Resour. 1 Middle Income Day Care 1 All Day Day Care 1 Health Services	2 Infant Day Care 1 Temporary Day Care	6 Infant Day Care 2 After Sch. Rec. 1 Emo. Dis. Day Care 1 Day Care 1 Low Income Day Care 1 P.M. Child Care 1 Dental Services
Services for Older Children S1=4/17 S3=8/15 S5=5/13 S2=9/12 S4=5/15	1 Day Care 1 MR Day Care 1 Home for Under-Privileged 1 Year Round Rec. Programs 1 MR Rec. Fac.	3 Emerg. Shelter for Teens 2 Homes for Older Child/Delinq. 1 MR Day Care 1 MR Rec. Serv. 1 Dental Serv.	2 Emerg. Shelter for Teens 1 Day Care 1 Teenagers Activ. 1 Drug Clinics 1 Serv. for MR 1 Ctr. for Dist. Teens	1 Foster Homes for MR-Handic. 1 Nutrition Progs. 1 Mental Health Services 1 Care for Older Children 1 Homes for Delinq/runaways/older children	2 Res. Fac. - Handi. & MR 1 Day Care 1 After Sch. Rec. 1 Voc. Training 1 Emerg. Placements 1 Emo. Dist. Fac.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: San Antonio (Continued)

			Services Needed		
Type of Agencies Citing Services Needed	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Services for Older Children (Continued)	1 Tutoring Serv. 1 Dental Services 1 Spec. Educ. for MR/Learning Disabilities 1 Expanded Health Services	1 Drug Clinic 1 Psych. Services 1 Extension of Youth Serv.	1 MH/MR Fac. 1 Teen Girls Fac. 1 Better Housing	1 Emerg. Shelter for Teens	
Services for Handicapped S1=2/11 S3=7/11 S5=4/11 S2=9/11 S4=5/10	1 Outpatient Serv. for Emo. Dist. 1 Emerg. & Respite Care for MR 1 Day Care for MR	2 Transportation 2 Diag. Services 1 Centralization of Serv. 1 Sheltered Workshop for C.P. 1 Staff Training 1 Decentralization of MH/MR Serv. 1 Financial Aid-MS Families 1 Homes for MS 1 Rec. for Handi. 1 Children's Homes 1 Parent Educ.	2 Extension of Ser. 1 Serv. for Handi. 1 Emerg. Res. Care 1 Serv. To Those Just Above Poverty Income 1 Res. Fac. for Emo. Dist. 1 Outreach for Emo. Disturbed 1 In-Patient Ctrs. for Adoles. 1 Transportation 1 Diagnostic Serv. 1 Family Counseling	1 Emerg. Res. Care 1 Custodial Care for Handi. 1 Jobs for MR 1 Speech & Hearing Center 1 Ctr. for Severely MR/Disturbed	2 Day Care for Handi. 1 Handi. Adoles. Progs
Direct Services - Government & Private S1=1/1 S3=1/1 S5=1/1 S2=0/1 S4=0/1	1 Res. Serv. for Disturbed 1 Outreach for Diag. & Consultation		1 More Guidance Ctr		1 Child Abuse Prog.
Indirect Services - Government & Private S1=0/1 S3=0/1 S5=1/1 S2=1/1 S4=0/1		1 Investigation of Child Welfare cases 1 Stronger requirements for Child Support Payments 1 Investigation of Missing Parents			1 Halfway House - Youth 1 Long-term Placement Facility

NOTE: Survey numbers indicate number citing services needed/total number of surveys.

Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Winston-Salem

Type of Agencies Citing Services Needed	Services Needed Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Day Care - Private S1=14/39 S3=15/67 S5=40/102 S2=9/62 S4=33/93	4 Infant/Toddler Day Care 2 Comp. Day Care 2 Pre-natal/Pediat. 1 Slow Learner Ser. 1 Medical Services 1 Rec. Serv./Fac. 1 Comp. Health Prog. 1 Speech Therapy 1 Psych. Serv. for Private Day Care 1 Uniform Kind. Curriculum 1 Low Income Kind. 1 Vision Screening/ Treatment 1 Foster Homes	4 Infant/Toddler Day Care 3 MR Day Care 2 MR Acad. Prog. 2 Speech Therapy 1 Rec. Prog. for very young 1 Audio Screen./ Treatment 1 Preschool Eval. 1 After Sch. Day Care 1 Day Care Worker Workshops 1 24 Hr. Day Care 1 Comp. Day Care 1 Deaf Day Care 1 Visual Screen./ Treatment 1 Dental/Ortho. Clinic 1 Relaxation treatments for hyperactivity 1 Slow Learner Ser.	3 Speech Therapy 3 MR Programs 2 Low Income Child Programs 2 Medical Progs. 2 Expedite/Coord. Existing Programs 2 Deaf Programs 1 Mental Health Programs 1 Transportation 1 Volunteer Workers in Day Care 1 Rec. Fac. 1 Summer/Holiday Programs 1 Day Care	14 Infant/Toddler Day Care 8 Day Care 3 After Sch. Day Care 3 Slow Learner Program 2 MH Programs 2 Low Income Day Care 2 24 Hr. Day Care 2 Home Day Care Services 1 Comp. Health Services 1 Transportation 1 Food Supplements Program 1 Sitting Services 1 Mother's Co-ops 1 MR Services 1 Close ratio (child-adult) Day Care 1 Emerg. Day Care 1 Weekend Day Care 1 Phys. Hand. Day Care 1 Emo. Dis. Day Care	19 Day Care 5 MR Services 3 Spec. Prob. Service 3 Handicapped Ser. 3 Teacher Training 2 After Sch. Prog. 2 Pick Up Service 2 Emo. Dis. Serv. 2 Summer Day Care 2 School Readiness 2 Learning Disab. 1 Educ. Enrichment 1 Emerg. Care 1 School Age Care 1 Holiday Care 1 Saturday Care 1 Equipment 1 Night Care 1 More Space 1 Toy Library 1 General Eval. Services 1 Temp. Child Care
Day Care - Non-Profit S1=5/11 S3=9/17 S5=3/18 S2=4/17 S4=9/18	2 Comp. Health Ser. 2 After Sch. Day Care 1 Infant/Toddler Day Care 1 Psych. Services 1 25 Hr. MR Serv.	2 Day Care 2 Comp. Medical Services 1 Comp. Dental Services 1 Parent Involv. 1 24 Hr. Day Care 1 Infant/Toddler Day Care 1 Indigent Health Services 1 Speech Therapy 1 Rec. Progs.	3 Day Care 3 Medical Serv. 2 Speech Therapy 2 Low Income Day Care 2 Low Income Comp. Programs 1 Hearing Therapy 1 Dental Services	4 Day Care 1 Immature 6 yr. old prog. 1 Comm. Houses 1 Playgrounds 1 Infant/Toddler Day Care 1 Referral Serv. 1 Medical Services 1 Dental Services 1 Public Kind. 1 Gov. Funded Day Care	1 Cultural Activities 1 Funding 1 Day Care 1 Staff Development 1 Resources Infor.
Services for Older Children S1=0/2 S3=6/5 S5=2/9 S2=3/4 S4=3/5		1 Homes for Adoles. 1 Older MR Serv. 1 Older Emo. Dis. Services 1 Handicapped Day Care 1 Transportation to Services	1 Child/Youth Comp. Programs 1 Severely Dist. Child/Teen Homes 1 Drug Abuse Prog. 1 Foster Homes 1 Parent-Child Conflict Relief 1 Reading Programs 1 Speech & Percep. Screen./Treat. 1 Preschool Progs.	1 Child/Youth Comp. Program 1 Transportation to Health Serv. 1 Babysitting Serv. 1 24 Hr. Day Care	1 Emo. Dist. Teens Pro 1 Day Care

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Agency Survey Summary Data:

Services Needed in Various Communities as Cited by Agencies

City: Winston-Salem (Continued)

Type of Agencies Citing Services Needed	Services Needed Survey 1	Survey 2	Survey 3	Survey 4	Survey 5
Services for Handicapped S1=1/3 S3=3/3 S5=3/4 S2=1/3 S4=4/4	1 Severely MR Prog. 1 Learning Disab. Program	1 Comp. Ser. for Blind 1 Comp. Ser. for Deaf 1 Comp. Ser. for Severely MR	3 Day Care for MR 1 Day Care for Handi. 1 Low Income Day Care 1 Comp. Ser. for MR	2 Res. MR Fac. 1 Comp. Prog. for MR 1 Sheltered Work-shops 1 Psych. Ser. in Public Schools	1 MR Services 1 Parent Counseling 1 Phys. Educ. Serv. 1 Rec. Services 1 General Screening Program
Direct Services - Government & Private S1=1/4 S3=3/5 S5=6/5 S2=8/5 S4=3/5	1 Pre-natal Ser. 1 More County Med. Clinics	2 Comp. Day Care Ser. 1 Tutorial Ser. 1 More Pediatrics Clinics 1 In/Out Patient Psych. Ser. 1 Res. Day Care for MR 1 Emerg. Psych. Services	1 Counseling Ser. 1 Comp. MR Serv. 1 Emerg. Treatment for Children 1 Expand Child Guid. Clinic 1 Regional In-patient Fac.	1 Pre-natal Clinic 1 Comp. Infant/Toddler Ser.	1 College Prep Prog. 1 Handicapped Serv. 1 Rec. Fac. 1 Expansion of Pre-natal Care 1 Adolescent Res. Serv 1 Better Family Life Education
Indirect Services - Government & Private S1=1/4 S3=6/8 S5=5/8 S2=7/7 S4=8/8	1 Comp. Pediatric Health Prog. for All	4 Medical Services 2 Day Care 1 Simplification/Coord. of Existing Ser. 1 Lower Teacher-Pupil ratios 1 Psych. Serv. 1 Tutorial Prog. 1 Day Camps 1 Rec. Fac. 1 Remedial Prog. 1 Phys. Therapy 1 Indigent Pre-natal Ser.	4 Comp. Ser. for Low Income 3 Day Care 1 Preschool Prog. 1 Psych. Serv. in Public Schools 1 Res. Treatment Centers 1 Medical Services 1 Birth Defects Educ. Prog. 1 Counseling Serv.	2 Emo. Dis. Prog. 1 Day Care 1 Comp. Ser. for Low Income 1 Spec. Educ. Prog. 1 Resident. refuges 1 Therapeutic Comm. 1 Drug/Alcohol Abuse Prog. 1 Comp. Day Care Service 1 Coord./Exped. of existing serv.	2 Day Care 1 Educ. for Family Planning 1 Genetic Counseling 1 Human Resources 1 Learning Dis. Progs. 1 Child Health Serv. 1 Kindergarten 1 Prenatal/Postnatal Care 1 MR Services 1 Emerg. Funds for Medical Care

NOTE: Survey numbers indicate number citing services needed/total number surveys.

Interview with Participating Citizens - Athens-Clarke County 4-C

		August 1972 N=1	March 1973 N=3	April 1973 N=6	October 1973 N=2
I. Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1	1	3	2
	N=		2	3	
	N/A=				
Can you estimate how many citizens' representatives were there?		25			5
If no, why do you think that citizens were not adequately represented?					Citizens lack interest 2
If no answer, ask: Weren't they asked to the meeting or were they just unable to attend, or what?					
II. Do you think the meeting accomplished anything?	Y=	1	1	3	2
	N=		1		
	N/A=		1	3	
If yes, in what ways do you think it was profitable?		Increased parent representation 1	New nurse hired 1 New $ to be pursued 1	New 4-C materials presented 2 Budget & immuniz. prog. discussed 1 Reorg. Advis. Bd. 1	New officers installed 1 More people involved 1
If no, why do you think that is so?			Decisions already made 1		
III. Did the meeting reach any important decisions?	Y=	1	1		1
	N=		1	3	
	N/A=		1	3	1
If yes, can you tell me what any of them were?		Parents workshop set up 1	New nurse hired 1		New officers elected 1
Who made the decisions?					All 2
In what ways do you feel like you participated in these decisions?					
IV. Do you feel like 4-C is accomplishing very much in the community?	Y=	1	1	6	2
	N=		2		
	N/A=				
Is 4-C trying to do the right sort of things? Why do you say that?	Y=			1	2
	N=				
	N/A=	1	3	5	
				+ credibility 1	Bettering child care 1 Things accomplished 1
Is 4-C helping to provide more services for children in your area?	Y=	1		2	2
	N=				
	N/A=		3	4	
If yes, can you tell me what some of these services are?		Equipment 1 Transportation 1 Immunization 1 Dental Care 1		Disadv. child help 1 + Preschool ed. program 1	Immuniz. 2 vision screening 1 TB tests 1 ed. prog. 2 T/A 1 hearing prog. 1 music 1 dental prog. 1
If no, why do you think 4-C is failing to do this?					
V. Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ job, needs more p.r. 1	4-C + community 1 4-C costs too much 1	Could + services if more p.r. 1 4-C needs more support 2	+ 4-C's concern for children 1

Interview with Participating Citizens - Athens-Clarke County 4-C (Continued)

			January 1974 N=3	April 1974 N=3	May 1974 N=3
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=		3	3
		N=	3		
		N/A=			
	Can you estimate how many citizens' representatives were there?			17-13-16	12-10-10
	If no, why do you think that citizens were not adequately represented?		Parents not interested 1 Bd. uncommitted 1 Mtg. sched. poor 2		
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend, or what?				
II.	Do you think that the meeting accomplished anything?	Y=	3	3	3
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?		4-C to continue 3	Brought profs. & paraprofs. together 1 Model Cities $ pursued 1 Showed 4-C support 1	Board listened 2 Showed 4-C support 1
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	3	3	3
		N=			
		N/A=			
	If yes, can you tell me what any of them were?		4-C to continue 2 Pursue new $ (child abuse) 1	4-C to continue 3 (4-C petition)	4-C to continue 3
	Who made the decisions?		No parents present 1 All 2	Coop. effort 3	Coop. effort 3
	In what ways do you feel like you participated in these decision?		Making decisions 1	Discussion 1 Didn't - new 2	Worked on Committee 1 Discussion 2
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	2	3	3
		N=	1		
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	2	3	3
		N=	1		
		N/A=			
			Bettering child care 1 Tried, but comm. not mobilized enough 1	Helping poor 1 Helping children 1	Bettering child care 2
	Is 4-C helping to provide more services for children in your area?	Y=	2	3	3
		N=			
		N/A=	1		
	If yes, can you tell me what some of these services are?		Day care 1 Media ctr. 1 Dental prog. 1 Coord. 1	Health serv. 3 Dental program 1 Parent involvement 1	Health services 2 Dental program 1 Program support 1 Social work 1
	If no, why do you think 4-C is failing to do this?		- comm. mobilization 1 - internal org. 1		
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ Director but inexper. 1 + staff 1 4-C should cont. w/ new staff & $ 1 + 4-C: "I will miss 4-C"	+ 4-C 1 + 4-C admin. 1	+ 4-C 1 4-C should continue 2

Interview with Participating Citizens - Edinburg-Hidalgo County 4-C

			July 1972 N=3	April 1973 N=2	Nov. 1973 N=2
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1	2	2
		N=	1		
		N/A=	1		
	Can you estimate how many citizens' representatives were there?		3-1 N/A-2	3-4	5-3
	If no, why do you think that citizens were not adequately represented?		poor mtg. location 1 insuffic. publicity 1 N/A 1		
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend, or what?				
II.	Do you think that the meeting accomplished anything?	Y=	2	2	1
		N=	1		1
		N/A=			
	If yes, in what ways do you think it was profitable?		Info. re. Moody Grant 1 pending business handled 1 Dir. resignation accepted 1	Coordinative goals set 1 Short & long term Board goals set 1	Discussion of child abuse and drop-out grants 1
	If no, why do you think that is so?		Merely routine 1		4C cannot enforce recommendations 1
III.	Did the meeting reach any important decisions?	Y=	2	2	1
		N=	1		1
		N/A=			
	If yes, can you tell me what any of them were?		Dir. resignation accepted & Act. Dir. appointed 2 Contracts approved 1	4C to aid mid. income day care 1 Priv. found. grants approved & 4C to act as child advoc. info center 1	Pursue child abuse grant 1
	Who made the decisions?		Everyone 2 4C staff & agencies 1	Citizens' representatives 2	Citizens' representatives 1
	In what ways do you feel like you participated in these decisions?		Discussions & voting 1 Recommends. accepted 1	Discussion & explain. 2	No important decisions 1 Had too-poor attendance 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	1	2	1
		N=	2		
		N/A=			1
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	3	2	1
		N=			
		N/A=			1
			4-C Coord. needed 2 4-C has + potential 1	4-C Coord. needed 2	
	Is 4-C helping to provide more services for children in your area?	Y=		2	
		N=	3		1
		N/A=			1
	If yes, can you tell me what some of these services are?			School district/CAP coord. follow-up 2	
	If no, why do you think 4-C is failing to do this?		No funds 1 Organization efforts 1		Not direct services agency 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		4-C has + backing 1 child care prog. + if 4-C can get it 1 4-C must hire new Dir. & get going 1	4-C needs more money 1 Results take too long 1	- 4-C because no direct services 1

Interview with Participating Citizens - Juneau 4-C

			February 1973 N=6	April 1973 N=2	May 1973 N=1
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	2		
		N=	4	2	1
		N/A=			
	Can you estimate how many citizens' representatives were there?		4-12-0 ea. ctr. 1	1-2	1
	If no, why do you think that citizens were not adequately represented?		Need to be urged 1 Poor general attend. 2 Not notified 1	Poor p.r. 1	Meeting supposed to be small 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	4	1	1
		N=	2	1	
		N/A=			
	If yes, in what ways do you think it was profitable?		Important issues disc. 1 4-C to cont. as vol. 1 + rel. to Model Cities 1 More $ to child care 1	Summer program discussion 1	Rewrite by-laws 1 Drug Abuse Grant 1
	If no, why do you think that is so?		Gave up $ 1 No quorum 1		
III.	Did the meeting reach any important decisions?	Y=	5	1	1
		N=	1		
		N/A=		1	
	If yes, can you tell me what any of them were?		Gave up $/Staff 2 Focus on smaller prog. 1 Expanded commitment 1	Plan for summer program 1	To continue 4-C 1
	Who made the decisions?		All 2 Board members 2	All 1 No quorum 1	
	In what ways do you feel like you participated in these decisions?		Voting 1 Minimally 1 Discussion 1 Staff had no voice 2	Verbally 1	Answered questions 1 Discussion 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	4		
		N=	2	2	1
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	6	1	1
		N=		1	
		N/A=			
			Prob. is $ 1 Trying 1 Focus on c care 1 Coord. 1 Reduce unemployment 1	Should be aware of what is happening to children 1 Big need for summer prog. 1	Discussion sounded right 1
	Is 4-C helping to provide more services for children in your area?	Y=	6		
		N=		1	1
		N/A=		1	
	If yes, can you tell me what some of these services are?		Provide day care 3 Develop proposals & coord. 1 Without 4-C would be no day care 1 Increas. child care serv. 1		
	If no, why do you think 4-C is failing to do this?			Poor leadership 1 Lack of organization 1	Not doing anything in Valley 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		4-C diversity=comm. probs. 1 4-C needs new direction 1 4-C + rep. ' can do things 1 4-C now advocacy org. 1 - loss of Model Cities $ 1	Members commitment needs reeval. 1 Board & Comm. lack interest 1	Needs to be reorganized & follow suggestions made by Model Cities 1

Interview with Participating Citizens - Juneau 4-C (Continued)

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			July 1973 N=2	September 1973 N=3	October 1973 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1	2	
		N=	1	1	3
		N/A=			1
	Can you estimate how many citizens' representatives were there?		2-6	8-8-8	4-7-2
	If no, why do you think that citizens were not adequately represented?		On vacation 1	Poor p.r. 1	Insuffic. citizen reps. 1 No time 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	2	3	3
		N=			
		N/A=			1
	If yes, in what ways do you think it was profitable?		New Board nomin./org. 2 New by-laws 1 Aid Cedar Park 1	Set annual meeting 1 Board reorg. 1 Douglas Center Disc. 1 Disc. re: fut. 4-C 1	Officers elected 2 Goals set 2
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	2	2	3
		N=		1	
		N/A=			1
	If yes, can you tell me what any of them were?		Reorganization 1 Close Douglas Center 1 Aid Cedar Park construc. 1	Reorganization 1 Close Douglas Center 1 Aid Cedar Park construc. 1	Seek legis. 1 Aid Cedar Park construc. 2 Serve as FSC Board 1
	Who made the decisions?		All 1	All 2	Citizen reps. 2 N/A 1 4-C staff 1
	In what ways do you feel like you participated in these decisions?		Discussion 1 Questions 1 Voting 1	Discussion 2	Discussion 3 Voting 3 Questions 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	1	2	2
		N=	1	1	1
		N/A=			1
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	2	3	3
		N=			
		N/A=			1
			Could do more 1	Have good intentions 1	Trying to provide good day care services 1 Broadening areas of interest 1
	Is 4-C helping to provide more services for children in your area?	Y=		2	3
		N=	2	1	1
		N/A=			
	If yes, can you tell me what some of these services are?			Working with Cedar Park & cooperation between agencies 1 Overseeing FSC 1	Day Care 2 refer families to agencies 1 Opening of Girls Teen Home 1 Cedar Park 1 Child Care fees 1
	If no, why do you think 4-C is failing to do this?		4-C gave up operation of centers 1 Not coord. in my area 1	Helping to improve those that exist 1	New Board 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ 4-C activities: $, housing, Cedar Park parents 1 Still need child care 1	- no $ 1 - turnover 1 4-C needed 1 Low activity now, reorg. 1	4-C people are good workers, meetings should start on time 1 First meeting 1 Closely assoc. with State 4-C's 1

Interview with Participating Citizens - Juneau 4-C (Continued)

			December 1973 N=3	January 1974 N=3	February 1974 N=2	March 1974 N=2
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	2	2	1	2
		N=	1	1	1	
		N/A=				
	Can you estimate how many citizens' representatives were there?		8-9	3-8-8	7-9	8-8
	If no, why do you think that citizens were not adequately represented?			4-C reps. now more sophisticated 1	Poor p.r. 1	
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?					
II.	Do you think that the meeting accomplished anything?	Y=	3	2	2	2
		N=		1		
		N/A=				
	If yes, in what ways do you think it was profitable?		Info re: Drug Counsel. train. 2 M.H. survey 1 Totem Center 1	Drug Counselor info 1	Region X rep. spoke 1	Disc. Legis. info 1 Totem Center 1
	If no, why do you think that is so?			Info. meeting only 1		
III.	Did the meeting reach any important decisions?	Y=	2	2		2
		N=		1	2	
		N/A=	1			
	If yes, can you tell me what any of them were?		Hire for M.H. survey 1 Info re: drug counselor 1	New Board member 1 Hire Drug Couns. 1 Meet w/ Region X re: funding 1		Attend city meetings 1 Raise $ for youth services 1
	Who made the decisions?		All 3	Staff 1 Board 1 Agency reps. 1	All 2	All 1
	In what ways do you feel like you participated in these decisions?		Discussion 2 Questions 1 Minim. 1	Discussion 2 Minim. 1	Questions 1	Discussion 1 Voting 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	1		2	
		N=		1		2
		N/A=	2	1		
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	3	1	2	2
		N=		1		
		N/A=		1		
			Headed in right direc. 1 concerned w/ child. needs 1 ID's or probs. 1	4-C should be CA 1 Focus on all aspects of child. & funding 1	4-C helping people 1 + Totem Ctr., Cedar Park programs 1	Have good intentions - but accompl. little 1 Trying, progress slow 1
	Is 4-C helping to provide more services for children in your area?	Y=	2		2	
		N=		3		2
		N/A=	1			
	If yes, can you tell me what some of these services are?		Helped get orig. contracts for ctr. 1 Totem Ctr. Coop. with Cedar Park Bd., political pressures on City & Borough assem. 1		Take over Totem Ctr. & help Cedar Park & sub. progs. 1 Help parents - need fac. 1	
	If no, why do you think 4-C is failing to do this?			Poor $ situation 1		No staff, Bd. members have jobs & no time to devote to provid. ser. 1 Don't Know 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		Hope 4-C get $ 1 + recent 4-C reorg. & p.r. 1	4-C needs reeval. of services 2	+ 4-C dedication 1	+ 4-C working without $ or staff 1

Interview with Participating Citizens - San Antonio-Bexar County 4-C

			August 1972 N=1	September 1972 N=3	January 1973 N=3
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=		2	2
		N=	1	1	1
		N/A=			
	Can you estimate how many citizens' representatives were there?		6	27-37	5-50-25
	If no, why do you think that citizens were not adequately represented?		Don't feel have opport. to talk 1		Poor attendance 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	1	3	3
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?		Recog. child abuse problems 1	Gave important info 2 Citizen ed. re: children's needs 1	+ Support for 4-C 3
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	1	2	3
		N=			
		N/A=		1	
	If yes, can you tell me what any of them were?		Committee apptd. re: child abuse 1 State 4-C rep. selected 1	Fund flow clarification 1 Cont. child abuse emphasis 1	Letters to legis. + 4-C 3
	Who made the decisions?		All 1	Citizens 1 Not citizens 2	Board members 1 Citizens 2
	In what ways do you feel like you participated in these decisions?		Child abuse info input 1	Voting 1 Discussion 1	Made motion 1 Attendance 1 Voting 1 Letter writing 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	1	3	3
		N=			
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	1	3	3
		N=			
		N/A=			
			Child care coord. 1	Coop. 1 + programs 1 Accomp. goals 1	+ 4-C services 1 + child care programs 1
	Is 4-C helping to provide more services for children in your area?	Y=		3	3
		N=	1		
		N/A=			
	If yes, can you tell me what some of these services are?			Day care 3 health services 1 dental services 1 prov. jobs 1 citizen ed. 1	Day Care 1 Grant writing 1
	If no, why do you think 4-C is failing to do this?		South San Antonio still needs programs 1		
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		New Board members need better orientation 1	Some areas underrep. 1 + 4-C staff 1 + 4-C serv. to comm 1	More grassroots partic. needed 1 + 4-C continuation 1 + 4-C aid in getting IV-A contracts 1

Interview with Participating Citizens - San Antonio-Bexar County 4-C (Continued)

			March 1973 N=4	April 1973 N=4	May 1973 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	4	3	3
		N=		1	
		N/A=			1
	Can you estimate how many citizens' representatives were there?		200-200-350 60% client & 40% child adv.	8-5	12-12-12-13
	If no, why do you think that citizens were not adequately represented?				
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	(From this point on, this question was deleted)		
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?				
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	4	1	
		N=		2	4
		N/A=		1	
	If yes, can you tell me what any of them were?		Cont. 4-C 2 Regs. to be changed 1		
	Who made the decisions?		All 1 Don't know 3		
	In what ways do you feel like you participated in these decisions?		Attendance 1 Discussion 2 Letter writing 1		First Board meeting 3
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	4	2	3
		N=			
		N/A=		2	1
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	4	4	3
		N=			
		N/A=			1
			Increasing involvement 1 + services 2 + planning 1	Aiding parents in finding day care 1	Current info on day care 1 helping mothers to work 1
	Is 4-C helping to provide more services for children in your area?	Y=	3	3	2
		N=		1	1
		N/A=	1		1
	If yes, can you tell me what some of these services are?		Day care 3 Grant writing 1	Day care 2	Day care 1
	If no, why do you think 4-C is failing to do this?			Model Cities overlapping centers 1	Other priorities 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		More services needed 1 4-C program Dirs. should meet more often 1	Agencies still need help 1 Need more $ for staff 1	+ 4-C curric., parent ed. & involvement 1 + 4-C aid to day care programs 1 + 4-C reaching goals 1

Interview with Participating Citizens - San Antonio-Bexar County 4-C (Continued)

			June 1973 N=4	July 1973 N=4	August 1973 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	4	3	3
		N=		1	1
		N/A=			
	Can you estimate how many citizens' representatives were there?		17-17-25-17	14-20-10-10	15-20-18-25
	If no, why do you think that citizens were not adequately represented?			Other commitments 1	Over rep. of agency members; need more parents 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=			
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?				
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	4	4	4
		N=			
		N/A=			
	If yes, can you tell me what any of them were?		Work with Model Cities 4	More $ to hire Admin. Asst. 1 4-C & UW to aid Model Cities 3	4-C to present Rev. Shar. $ plan to City 4
	Who made the decisions?		Reps. 1 Both 2 4-C 1	All 4	Agency reps. & 4-C staff 2 4-C Board 1 All 1
	In what ways do you feel like you participated in these decisions?			Discussion 1	First Board meeting 1 Disc. opinions 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	4	4	4
		N=			
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	4	4	4
		N=			
		N/A=			
				Helping mothers to work 1 More services to child. & families 1	
	Is 4-C helping to provide more services for children in your area?	Y=	4	3	4
		N=			
		N/A=		1	
	If yes, can you tell me what some of these services are?		Day care 2 Job opport. 1 child. services 1	Day care 1 Increased progs. 0-school age 1	Day care 3 Day care coord. 1
	If no, why do you think 4-C is failing to do this?			Some areas still need infant care 1	
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ 4-C meetings open to public 1 + 4-C staff 1 4-C needs more $, support 1 + 4-C to open centers but - State DPW 1	+ 4-C job 1 + 4-C rep. variety 1 4-C needs more staff to meet goals 1	+ info on HEW Reg. changes 1 4-C needs more $ to continue expansion 1

Interview with Participating Citizens - San Antonio-Bexar County 4-C (Continued)

			September 1973 N=4	October 1973 N=3	November 1973 N=3
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=		2	2
		N=	4		1
		N/A=		1	
	Can you estimate how many citizens' representatives were there?		0-0-0	4-19-20	11-11-11
	If no, why do you think that citizens were not adequately represented?				
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?		Board being reorg. to include more parents/ citizens 3		
II.	Do you think that the meeting accomplished anything?	Y=			
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?				
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	4	3	2
		N=			1
		N/A=			
	If yes, can you tell me what any of them were?		Send letters anti HEW regulation changes 4	4-C mo. report to be sent to Board members 3	Not to join Natl. 4-C 2 Info only 1
	Who made the decisions?		Agency reps. 2 4-C 1	All 2 Board 1	Board members 1
	In what ways do you feel like you participated in these decisions?			As secretary 1	
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	4	3	3
		N=			
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	4	3	3
		N=			
		N/A=			
			Day care coord. needed 1 + 4-C but could do more if comm. aware of needs 1 More day care 1	Helping AFDC families 1	+ 4-C ability to aid in IV-A admin. tasks 1
	Is 4-C helping to provide more services for children in your area?	Y=	4	2	1
		N=		1	1
		N/A=			1
	If yes, can you tell me what some of these services are?		Day care 2	Day care 2	Improving & expanding day care 1
	If no, why do you think 4-C is failing to do this?			Immed. area doesn't need new services 1	4-C doesn't operate in my area 1
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		Comm. should know more re: day care needs & 4-C ability 1	+ 4-C support 1 More coop. needed between 4-C & State 1	+ 4-C 1 Need more parent rep. 1 Need more 4-C staff 1 + 4-C admin. 1

Interview with Participating Citizens - San Antonio-Bexar County 4-C (Continued)

			January 1974 N=3	February 1974 N=4	April 1974 N=4	May 1974 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	2	4	2	4
		N=	1			
		N/A=			2	
	Can you estimate how many citizens' representatives were there?		15-20-20	20-20-20-22	20-17-25-25	25-15-20-11
	If no, why do you think that citizens were not adequately represented?					
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?					
II.	Do you think that the meeting accomplished anything?	Y=				2
		N=				
		N/A=				
	If yes, in what ways do you think it was profitable?					Center needs input recv'd 1 2 After school pgms. to begin if $ avail. 1
	If no, why do you think that is so?					
III.	Did the meeting reach any important decisions?	Y=			4	4
		N=	3	4		
		N/A=				
	If yes, can you tell me what any of them were?		$ Discussion 1		$ discussion 2 Pgms. to be eval./monitored 3	Info 1 $ discussion 3
	Who made the decisions?				4-C staff & agency reps. 3	All 1
	In what ways do you feel like you participated in these decisions?			First meeting 1		
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	3	4	2	4
		N=				
		N/A=			2	
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	3	4	2	2
		N=				
		N/A=			2	2
			+ help to AFDC mothers 1			Improv. day care 1 Increase child. services 1
	Is 4-C helping to provide more services for children in your area?	Y=	3	1		3
		N=				
		N/A=		3	4	1
	If yes, can you tell me what some of these services are?		Day care 2	Improve day care standards 1		Increase day care 3 Increase child. services 2
	If no, why do you think 4-C is failing to do this?					
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ 4-C coord. 1 + 4-C centers 1	+ 4-C assist. to all centers should continue 1	+ 4-C staff qualifications 1	More citizen partic. needed 1 + 4-C cont., parents need it 1

Interview with Participating Citizens - Winston-Salem/Forsyth County 4-C

			August 1972 N=4	September 1972 N=3	January 1973 N=2
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1		
		N=	3	3	2
		N/A=			
	Can you estimate how many citizens' representatives were there?		1-1-1-1	0-0	0-0
	If no, why do you think that citizens were not adequately represented?		Apathy 3 trans. probs. 1 sitter probs. 1 time probs. 1	time probs. 1 trans. probs. 2 sitter probs. 1 apathy 1	Apathy 1 meeting not directed to them 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend, or what?				
II.	Do you think that the meeting accomplished anything?	Y=	4	3	2
		N=			
		N/A=			
	If yes, in what ways do you think it was profitable?		+ info 3 expl. ARC pgm. 1 expl. merger & new Board 1	+ reorg. efforts 1 + info re: activities 2	Inforce reorg. 1
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	2	3	2
		N=	2		
		N/A=			
	If yes, can you tell me what any of them were?		Support ARC program 2 Reports to Board before meetings 1	Merger/reorg. 2 Workshop to be presented 1	Board reorg. 2
	Who made the decisions?		Citizens' reps. & All 4		
	In what ways do you feel like you participated in these decisions?		Discussion 1 Appt. to committee 1		
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	4	2	1
		N=		1	1
		N/A=			
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	3	3	2
		N=			
		N/A=	1		
			Aiding agencies 2 Writing grants 1 Should expand 1	Coord. 1 + efforts though one person 1	Coord. but slow 1
	Is 4-C helping to provide more services for children in your area?	Y=	4	2	
		N=			
		N/A=		1	1
	If yes, can you tell me what some of these services are?		Teen summer jobs in day care 1 Grant writing 1 Day care coord. 1 Day care for above AFDC needed 1	Improve services 1 Better transp. 1 scholarships 1 nutrition grant 1 therapy grant 1 info & referrals 1 surveys 1	
	If no, why do you think 4-C is failing to this?			More $ needed 1	
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ 4-C Dir. & merger 1 + 4-C 1	+ reorg/merger 1 4-C needs clearer goals 1 Eval. needs re-eval 1	+ 4-C Dir. 1 4-C + use of Fed. $ 1

Interview with Participating Citizens - Winston-Salem/Forsyth County 4-C (Continued)

			April 1973 N=3	May 1973 N=2	October 1973 N=3
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1	2	3
		N=	2		
		N/A=			
	Can you estimate how many citizens' representatives were there?		9-9	1-1	4-4-3
	If no, why do you think that citizens were not adequately represented?		Don't know - other commitments 1 Poor gen. attend. 1	Need to feel useful 1 Don't partic. in day care programs 1	No interest 1 No sitters 1 No transp. 1
	If no answer, ask: Weren't they asked to the meeting of were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	3		3
		N=		2	
		N/A=			
	If yes, in what ways do you think it was profitable?		Chairman elected 1 Pers. benefit 1		Sel. rep. to main Board 1 + report given 1 PTA rep. att. 1 Film 1 Rev. Shar. $ plan devised 1
	If no, why do you think that is so?			Much debate 1	
III.	Did the meeting reach any important decisions?	Y=	1	1	2
		N=	2	1	
		N/A=			1
	If yes, can you tell me what any of them were?		Just info meeting 1 + disc. 1 Chairman elected 1 Scheduled HEW meeting 1	Relocate Stokes DCC 1 Formed coord. committee 1 Formed proposal committee 1	Film to comm. 1 Invite city officials 1
	Who made the decisions?		All 1		All 3
	In what ways do you feel like you partic ipated in these decisions?		Committee work 1		
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	2	1	3
		N=			
		N/A=	1	1	
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	2	2	2
		N=			
		N/A=	1		1
			Right direction 1	+ 4-C Dir. 1 Transp. 1 Coord. 1 Relocate Stokes DCC 1	Help children 1 Coord. day care 1 new day care 1 comm. ed. on day care 1
	Is 4-C helping to provide more services for children in your area?	Y=			1
		N=			
		N/A=	3	1	1
	If yes, can you tell me what some of these services are?				Day Care & Preschool 1
	If no, why do you think 4-C is failing to do this?				
V.	Is there any thing else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		Need more parent partic. 1		

Interview with Participating Citizens - Winston-Salem/Forsyth County 4-C (Continued)

			November 1973 N=3	December 1973 N=4	January 1974 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=			
		N=	3	3	3
		N/A=		1	1
	Can you estimate how many citizens' representatives were there?		3	0-0-0-10	1-1-1-8
	If no, why do you think that citizens were not adequately represented?		Can only speak for selves 1		Suffic. # but just Adv. Bd. 1 Don't know 1 Sitting probs. 1 Transp. probs. 1 Impt. of att. must be stressed 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend, or what?			Prob. in parent partic. 1 No parents but other citizens 1	
II.	Do you think that the meeting accomplished anything?	Y=	2	4	3
		N=	1		
		N/A=			1
	If yes, in what ways do you think it was profitable?		+ reorg. 1 Good gripe session 1 Planning Bd. ans. questions re: pre-school needs 1	Fut. $ plans made 2 By-laws ammend. 1 Bd. reorg. 1	Concrete decisions 1 Cut across red tape 1 Genl. info + 4-C 1 Plan re: $ for day care slots & staff train. 1 Day care film to be shown 1
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=		3	4
		N=	1		
		N/A=	2	1	
	If yes, can you tell me what any of them were?			$ strategy set 1 Bd./by-laws reorg. 2 + day care plans 1	$ meetings set with City 2 By-laws changed 1 Film to be shown 2 Day care slots & training $ to be sought 1
	Who made the decisions?		No decisions made	All 2	All 3
	In what ways do you feel like you participated in these decisions?				Discussion 3 Voting 3
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	2	3	2
		N=			
		N/A=	1	1	2
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=			2
		N=			
		N/A=	3	4	2 Day care focus 1
	Is 4-C helping to provide more services for children in your area?	Y=			3
		N=			
		N/A=	3	4	1
	If yes, can you tell me what some of these services are?				Day care 1 Day care $ 2
	If no, why do you think 4-C is failing to do this?				
V.	Is there any thing else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		Orig. Bd. purpose being phased out	Need more citizen partic. 1 + 4-C transp. efforts 1	

Interview with Participating Citizens - Winston-Salem/Forsyth County 4-C (Continued)

			February 1974 N=3	April 1974 N=4	May 1974 N=4
I.	Did you feel that the citizens served by 4-C were adequately represented at the meeting?	Y=	1		
		N=	2	4	4
		N/A=			
	Can you estimate how many citizens' representatives were there?		0-5-3	4-1-2-1	2-2-2-2
	If no, why do you think that citizens were not adequately represented?		Not enough effort to get them 1 Special meeting 1 Gas probs. 1	Unable to attend 1 Afraid 1 Not interested 1 No time 1 Can't follow agenda 1	Don't know 1 Get bored 1 Lost interest 1 Time 1 Other interests 1
	If no answer, ask: Weren't they asked to the meeting or were they just unable to attend or what?				
II.	Do you think that the meeting accomplished anything?	Y=	2	4	4
		N=			
		N/A=	1		
	If yes, in what ways do you think it was profitable?		Ended conflicts 1 ECDPA Steering Comm. to take more resp. 1	$ disc. 1 Decisions made 1 NWCD Committee set up 1	$ disc. 1 Strategies disc. 1 Insight into day care sit. 1
	If no, why do you think that is so?				
III.	Did the meeting reach any important decisions?	Y=	2	4	4
		N=			
		N/A=	1		
	If yes, can you tell me what any of them were?		Comm. coop. 1 City $ plan 1	$ disc. 1 Film to be shown 1 Aided NWCD 2	$ strategies disc. 2 Rec. follow-up by Chairman 1
	Who made the decisions?		All 3	Citizen reps. 4 All 1	All 3
	In what ways do you feel like you participated in these decisions?		Thought through issues 1	Discussion 3 Voting 1	Discussion 2 Questions 1
IV.	Do you feel like 4-C is accomplishing very much in the community?	Y=	3	3	4
		N=			
		N/A=		1	
	Is 4-C trying to do the right sort of things? Why do you say that?	Y=	2	4	4
		N=			
		N/A=	1		
				Referral serv. 1 Rpt. coord. 1 + philo. 2	child care coord. 2 Pub. ed. re: need for child care & $ 2 Child care $ 1
	Is 4-C helping to provide more services for children in your area?	Y=	2	3	4
		N=			
		N/A=	1	1	
	If yes, can you tell me what some of these services are?		Adding day care 1 Workshops 1	Day care org. 1 Day care slot id & coord. 2	Day care slot id 1 Summer youth jobs in day care 1 Better infant day care 1 Transition coord. 1 Aid in cont. day care 1
	If no, why do you think 4-C is failing to do this?				
V.	Is there anything else that you can tell me about the 4-C meeting or about 4-C that would help in evaluating 4-C?		+ 4-C for finding alt. slots & funding for day care 1	+ 4-C & consid. of day care staff train. grant 1 + 4-C Dir. rept. 1 + aiding youth summer jobs in day care 1	- no activity report given 1 + funding thru Dec. 1 + film & 4-C efforts to ed. pub. re: day care 1

Interview on Child Services

Athens-Clarke County 4-C

		Oct. 1973 N=3	Nov. 1973 N=3	Dec. 1973 N=6	May 1974 N=2
I. Did you have any difficulty obtaining the services for your child?	Y=				
	N=	3	3	6	2
	N/A=				
Were you able to obtain the services within a reasonable amount of time?	Y=	3	3	6	2
	N=				
	N/A-				
II. Was the service your child received adequate?	Y=	3	3	6	2
	N=				
	N/A=				
Could it have been improved?	Y=				
	N=	3	3	6	2
	N/A=				
If so, how? - other comments				Excellent service 1	Excellent 1
III. Was there any follow-up on the services rendered?	Y=	1	3		
	N=	2		6	2
	N/A=				
Are further services needed in this regard?	Y=			1	
	N=	3	3	5	1
	N/A=				1
IV. How did you learn that this agency could offer service for your child?		4-C 3	4-C 3	East Athens DCC 6	4-C 1 Health Center 1
Did this source aid in getting you service?	Y=	3	3	6	2
	N=				
	N/A=				
V. Are there any services that are not available in the community that your child might benefit from?	Y=			1	1
	N=	3	3	5	1
	N/A=				
What are these?				Transportation 1	After School Care 1

Interview on Child Services

Edinburg-Hidalgo County 4-C

			Feb. 1973 N=3	March 1973 N=5	Jan. 1974 N=3
I.	Did you have any difficulty obtaining the services for your child?	Y=	1		3
		N=	2	5	
		N/A=			
	Were you able to obtain the services within a reasonable amount of time?	Y=	2	5	1
		N=	1		2
		N/A=			
II.	Was the service your child received adequate?	Y=	3	5	2
		N=			1
		N/A=			
	Could it have been improved?	Y=			1
		N=	3	5	2
		N/A=			
	If so, how? - other comments				By being available 1
III.	Was there any follow-up on the services rendered?	Y=	2		2
		N=	1	5	1
		N/A=			
	Are further services needed in this regard?	Y=	2		3
		N=		2	
		N/A=	1	3	
IV.	How did you learn that this agency could offer service for your child?		word of mouth 1 phoned DCC 1 CAP teacher 1	Mercedes CDC 1 relative 1 neighbor 1 CDC teach. aid	School dist. newspaper, radio, pers contacts 1
	Did this source aid in getting you service?	Y=		1	3
		N=	2	3	
		N/A=	1	1	
V.	Are there any services that are not available in the community that your child might benefit from?	Y=	1		2
		N=		5	1
		N/A=	2		
	What are these?		Montessori school 1 Bilingual classes 1 continuity of CAP, Head Start, & School dist. kind. programs 1		day care for children whose parents don't qualify for CA or schools 1 more space for these spec. children 1

Interview on Child Services

Juneau 4-C

			March 1973 N=6	FSC July 1973 N=2
I.	Did you have any difficulty obtaining the services for your child?	Y=		1
		N=	6	1
		N/A=		
	Were you able to obtain the services within a reasonable amount of time?	Y=	6	2
		N=		
		N/A=		
II.	Was the service your child received adequate?	Y=	3	1
		N=	3	
		N/A=		1
	Could it have been improved?	Y=	3	
		N=	1	1
		N/A=	2	1
	If so, how? - other comments		more education & discipline-2, more child supervision-2, better environ. & sanitation-1	
III.	Was there any follow-up on the services rendered?	Y=	2	
		N=	3	2
		N/A=	1	
	Are further services needed in this regard?	Y=	2	1
		N=		
		N/A=	4	1
IV.	How did you learn that this agency could offer service for your child?		4-C-1 Cedar Park-3 Douglas DCC-1	NYC-1 Ad in paper-1
	Did this source aid in getting you service?	Y=	2	
		N=		
		N/A=	4	2
V.	Are there any services that are not available in the community that your child might benefit from?	Y=	4	
		N=	1	
		N/A=	1	2
	What are these?		Day Care-1 Playgrounds-1 Recreation-1 After School-1	

Interview on Child Services

San Antonio-Bexar County 4-C

		Aug. 1972 N=1	Oct. 1972 N=3	Dec. 1972 N=2	Jan. 1973 N=2	Feb. 1973 N=2	March 1973 N=4	April 1973 N=4	May 1973 N=3	June 1973 N=3	July 1973 N=3
I. Did you have any difficulty obtaining the services for your child?	Y=		1				1		2		1
	N=	1	2	2	2	2	3	4	1	3	2
	N/A=										
Were you able to obtain the services within a reasonable amount of time?	Y=	1	1	2	2	2	3	4	2	3	1
	N=		2				1				2
	N/A=								1		
II. Was the service your child received adequate?	Y=	1	1	2	2	2	4	4	3	3	3
	N=										
	N/A=		1								
Could it have been improved?	Y=	1	1	1							1
	N=				2		4	4	3	3	1
	N/A=		2	1		2					1
If so, how? - other comments		by furnish- school supplies 1	larger area 1	Prepare child for school 1							Transportation 1
III. Was there any follow-up on the services rendered?	Y=			2	1	1	4	3	2	2	1
	N=							1	1	1	1
	N/A=	1	3		1	1					1
Are further services needed in this regard?	Y=			1			1				
	N=				1	2	3	1	1		1
	N/A=	1	3	1	1			2	2	3	2
IV. How did you learn that this agency could offer service for your child?		Head Start program 1	Aunt 1 Mirasol 1	Passing by 1 Mother 1	Goes to the center 1 Neighbors 1	WIN 1 was on Board 1	Neighbor 1 Attending 1 Healy Murphy Wesley 2	Master teacher 1 looking for job 1 School instruct. 1 Case worker 1	lives close to center 1 other parent 1 WIN 1	Social worker 1 Newspaper 1 center in her community 1	Pastor 1 Grocery store 1
Did this source aid in getting you service?	Y=		2	2	2	2	3	3	1	1	
	N=	1	1				1		1		
	N/A=							1	1	2	3
V. Are there any services that are not available in the community that your child might benefit from?	Y=		1				2				2
	N=	1	1	2	2	2	2	4	3	3	1
	N/A=		1								
What are these?		Director & Assist. should go out and explain proj. 1	Prog. for non-working semi-disabled mothers 1				Day care 1 Prof. vision screening 1				more space or another center 1 night care for working mothers 1

Interview on Child Services

San Antonio-Bexar County 4-C

		Aug. 1973 N=3	Sept. 1973 N=3	Oct. 1973 N=3	Nov. 1973 N=3	Dec. 1973 N=3	Jan. 1974 N=3	Feb. 1974 N=3	March 1974 N=3	April 1974 N=3	May 1974 N=3
I. Did you have any difficulty obtaining the services for your child?	Y=										
	N=	3	3	3	3	3	3	3	3	3	3
	N/A=										
Were you able to obtain the services within a reasonable amount of time?	Y=	3	2	2	3	3	3	3	3	3	3
	N=		1	1							
	N/A=										
II. Was the service your child received adequate?	Y=	3	3	3	3	3	3	3	3	3	3
	N=										
	N/A=										
Could it have been improved?	Y=										
	N=	3	2	3	3	3	3	1	3	3	3
	N/A=		1					2			
If so, how? - other comments											
III. Was there any follow-up on the services rendered?	Y=	2	2	2	1	1	1		2		1
	N=	1	1	1	2	2	2		1	3	2
	N/A=							3			
Are further services needed in this regard?	Y=										
	N=	2	2	2	1	1			2		2
	N/A=	1	1	1	2	2	3	3	1	3	1
IV. How did you learn that this agency could offer service for your child?		Mirasol Field Coord. 1 Church member 1 Fliers on wind shield 1	Church member 1 Case worker 1 Bethel staff 1	Neighbor 2 Friend 1	Neighbor 1 Friend 1 Church member 1	Neighbor & staff mem. 1 Staff 1 poster 1	Neighbor 2 in training 1	Case worker 1 Neighbors 2	Church 1 Neighbor 1 Teacher aid 1	Neighbor 1 Friend 1 Notices 1	Friend 1 Neighbor 1 Staff 1
Did this source aid in getting you service?	Y=		1	1		2			1		1
	N=			2	2				2		1
	N/A=	3	2		1	1	3	3		3	1
V. Are there any services that are not available in the community that your child might benefit from?	Y=	1	1			1		3			
	N=	1	2	3	3	1					1
	N/A=	1				1	3		3	3	2
What are these?		more space 1	more space & personnel 1			more day care 1		Sorry center is closing - hopes money be available to continue child service 3			

Interview on Child Services

Winston-Salem/Forsyth County 4-C

		July 1972 N=25	Jan. 1974 N=8	Feb. 1974 N=8	March 1974 N=2	May 1974 N=3
I. Did you have any difficulty obtaining the services for your child?	Y=		1		1	
	N=	25	7	8	1	3
	N/A=					
Were you able to obtain the services within a reasonable amount of time?	Y=	25	8	8	2	3
	N=					
	N/A=					
II. Was the service your child received adequate?	Y=	24	7	8	2	3
	N=	1	1			
	N/A=					
Could it have been improved?	Y=	11	2	1		1
	N=	14	6	7	1	2
	N/A=				1	
If so, how? - other comments		more qual. teachers-4 longer hours-4, less discipline-2, trans.probs.-2, more equip.-1, less staff turn.-1, parent partic.-1	better teacher attit.-1, more ed. emphasis-1, continuity of serv.-1	more funds & equip.-1 perfect -1		more parent-teacher meetings-1
III. Was there any follow-up on the services rendered?	Y=	18	5	4		
	N=	7	3	4	2	3
	N/A=					
Are further services needed in this regard?	Y=		1			
	N=		7	5	2	3
	N/A=	25		3		
IV. How did you learn that this agency could offer service for your child?		neighbors-8, relatives-3, pub. notices-2, work-1, radio-1, newspaper-1	relatives-2, called ctr.-3, other parents-1, newspaper-1, 4-C staff-1, other centers-3	4-C staff-6 Relative-1 Supervisor & 4-C-1	Welfare Dept.-1 CEP Program-1	4-C Office-3
Did this source aid in getting you service?	Y=	25	8	8	1	3
	N=				1	
	N/A=					
V. Are there any services that are not available in the community that your child might benefit from?	Y=	2	1	2		2
	N=	14	7	5	2	1
	N/A=			1		
What are these?		0-3yr. pgms.-4, day care-2, rec. pgms.-3, psych. counsel.-1, health serv.-1, soc. & health pgms. for mid-income-1	transportation-1 extend crippled children's services-1	Weekend day care-1, Rec. fac. for younger children-1		more infant care-1 more fenced playgrounds-1

Visibility Data - Athens-Clarke County 4-C

Month-Year	Agency Contacts	D/C Director Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
January, 1973	40	18	30	4:27	1:45	0	0	0
February, 1973	40	22	25	1:12	0	2	0	0
March, 1973	32	18	25	1:9	0	3	1	0
April, 1973	40	25	42	1:?	2:80	1	0	0
May, 1973	40	16	100	0	0	0	0	0
June, 1973	-	-	-	-	-	-	-	-
July, 1973	35	20	50	0	0	3	0	0
August, 1973	25	30	90	0	0	2	0	0
September, 1973	20	100	1:14	1:11	3:?	1:20,000	2:20,000	1:500
October, 1973	45	-	69	2:14	1:22	0	0	0
November, 1973	45	30	75	0	1:40	1:20,000	1:20,000	0
December, 1973	35	-	65	0	0	0	0	0
January, 1974	45	-	150	1:12 1:72	1:60	5:?	0	0
February, 1974	75	-	450	1:70 1:25	0	2	0	0
March, 1974	30	-	46	0	1:45 1:10	0	1:50,000	0
April, 1974	35	-	250	1:40	2:?	1:40,000	0	0
May, 1974	53	-	700	1:5 1:19	0	0	0	0

Visibility Data - Edinburg-Hidalgo County 4-C

Month-Year	Agency Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
June, 1972	17	2	1:5	10:9	0	0	0
July, 1972	7	2	2:18,10	8:3	0	0	0
August, 1972	59	2	2:20,14	5:9	15:1,000	0	0
September, 1972	107	18	1:30	0	0	0	0
October, 1972	15	15	2:6,?	0	0	0	0
November, 1972	75	100	1:25,5	1:50	0	0	0
December, 1972	25	27	1:3	0	0	0	0
January, 1973	25	15	0	0	0	0	0
February, 1973	30	8	1:13	0	0	0	0
March, 1973	40	10	0	0	0	0	0
April, 1973	175	60	1:12,3	0	0	0	0
May, 1973	75	25	0	1:95	0	0	0
June, 1973	30	30	0	0	0	0	0
July, 1973	-	-	-	-	-	-	-
August, 1973	-	-	-	-	-	-	-
September, 1973	30	75	1:12	0	0	0	0
October, 1973	42	150	0	1:10	0	0	0
November, 1973	50	100	1:8	1:35	1:4,500 1:20,500	3:50,000 3:10,000	0
December, 1973	42	73	0	0	0	0	0
January, 1974	55	90	0	1:25 1:50	0	0	0
February, 1974	50	55	0	0	0	0	0
March, 1974	40	46	1:6	-	0	0	0
April, 1974	40	30	0	0	0	0	0
May, 1974	-	-	-	-	-	-	-

Visibility Data - Juneau 4-C

Month-Year	Agency Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
February, 1973	13	886	1:13 1:7	1:45 3:50 1:30	2:4,600	0	0
March, 1973	-	-	-	-	-	-	-
April, 1973	-	-	-	-	-	-	-
May, 1973	-	-	-	-	-	-	-
June, 1973	-	-	-	-	-	-	-
July, 1973	-	-	1:8	-	-	-	-
August, 1973	-	-	-	-	-	-	-
September, 1973	-	-	1:8	-	-	-	-
October, 1973	-	-	1:8 1:15	-	-	-	-
November, 1973	-	-	1:8 1:4	-	-	-	-
December, 1973	-	-	-	-	-	-	-
January, 1974	-	-	-	-	-	-	-
February, 1974	-	-	-	5:30	-	-	-
March, 1974	-	-	-	-	-	-	-
April, 1974	-	-	-	-	-	-	-
May, 1974	-	-	-	-	-	-	-

Visibility Data - Juneau Family Service Center

Month-Year	FSC Agency Contacts	FSC Citizen Contacts	FSC Meetings	FSC Work-Shops	FSC Newspaper Articles	FSC Radio & TV	FSC Other
February, 1973	63	23	0	2:15 1:20 1:6	1:4,600	0	0
March, 1973	120	15	0	3:? 3:10 1:25 1:20 1:90 2:3	5:?	0	0
April, 1973	46	31	0	1:10 1:6 2:3	1:5,000	0	0
May, 1973	63	21	1:4	1:25 1:20 1:11 1:10	1:5,000	0	0
June, 1973	30	20	3:6	1:10 1:9 1:7	0	0	0
July, 1973	95	70	0	1:12 1:10 1:6 1:3	1:2,500 1:1,000	0	0
August, 1973	125	60	0	6:6-30 1:6 1:5 1:12	0	0	0
September, 1973	34	[illegible]0	0	1:12 1:10 2:7	0	0	0
October, 1973	90	83	0	2:20 1:11 1:8	0	0	0
November, 1973	110	65	0	6:10 1:12 1:6 1:4	0	0	0
December, 1973	60	62	1:?	4:12 2:3 1:10	0	0	0
January, 1974	25	67	1:8 1:8	1:6 1:4 1:12 1:10 1:15	1:3,000	0	0
February, 1974	24	34	1:8 1:10 1:20	2:10 1:13 1:20	1:1,000	1:3,000	0
March, 1974	14	49	1:10	2:10 1:40 1:20	1:2,000	0	0
April, 1974	12	39	0	1:11 2:4 1:3 1:10	0	1:5,000	0
May, 1974	45	63	0	1:50	0	0	0

Visibility Data - San Antonio-Bexar County 4-C

Month-Year	Agency Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
July, 1972	20	15	1	0	0	2	0
August, 1972	43	41	1	0	0	5	0
September, 1972	338	163	0	0	1	0	0
October, 1972	110	670	1:40	1:50 1:600	0	0	0
November, 1972	91	0	1:18 2:4	0	0	0	0
December, 1972	125	0	0	1:50 1:45	0	0	0
January, 1973	16	195	2:40	0	0	1	0
February, 1973	15	50	1:4	1:100	0	0	0
March, 1973	168	45	1:40 1:250 3:25	0	5	19	0
April, 1973	20	0	1:15 1:10	1:?	0	0	0
May, 1973	24	0	1:17 1:10	1:10 1:50 1:25 1:18	1	0	0
June, 1973	20	0	1:25 1:12 1:20	0	6	1	0
July, 1973	18	0	1:15 1:20	0	0	0	0
August, 1973	16	0	1:200 1:22 1:17	1:200	0	0	0
September, 1973	12	0	1:6 1:6	0	0	1:500,000	0
October, 1973	25	0	1:6 1:15	0	0	0	0
November, 1973	23	0	1:12 1:14	1:60 1:40 1:19	0	0	0
December, 1973	14	0	1:22	1:27	0	0	0
January, 1974	18	26	1:18	0	0	1:200,000	0
February, 1974	22	0	1:20	0	0	0	0
March, 1974	22	0	1:25 1:6 1:1 1:2	2:22	0	0	0
April, 1974	23	2	1:23	1:15 1:20 1:300	0	0	0
May, 1974	-	-	-	-	-	-	-

Visibility Data - San Antonio-Bexar County 4-C (Mirasol)

Month-Year	Agency Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
July, 1972	11	8	1:30	0	4	4	0
August, 1972	11	12	0	0	1	5	0
September, 1972	7	35	2	2	1	1	0
October, 1972	-	-	-	-	-	-	-
November, 1972	-	-	-	-	-	-	-
December, 1972	5	200	0	0	0	1	0
January, 1973	-	-	-	-	-	-	-
February, 1973	8	150	0	0	0	1	0
March, 1973	10	43	1:40 1:250	4:48	0	2	0
April, 1973	4	25	0	0	0	1	0
May, 1973	16	65	1:24	0	0	1	0
June, 1973	7	23	0	0	0	1	0
July, 1973	8	33	0	1:17	0	1:500,000	0
August, 1973	5	13	0	0	0	1:500,000	0
September, 1973	12	34	0	1:15	0	1:500,000	0
October, 1973	15	30	0	0	0	1:500,000	0
November, 1973	8	26	0	0	0	1:100,000	0
December, 1973	1	4	0	0	0	1:500,000	0
January, 1974	5	10	0	0	0	1:500,000	0
February, 1974	5	20	0	0	0	0	0
March, 1974	6	15	0	0	0	0	0
April, 1974	5	20	0	0	0	0	0
May, 1974	4	12	0	0	0	0	0

Visibility Data - Winston-Salem/Forsyth County 4-C

Month-Year	Agency Contacts	D/C Director Contacts	Citizen Contacts	4-C Meetings	Work-Shops	Newspaper Articles	Radio & TV	Other
July, 1972	38	-	?	0	0	0	0	0
August, 1972	25	-	13	1:11	1:94	3	1:42,000	0
September, 1972	26	-	18	1:10	2	0	0	0
October, 1972	27	-	43	0	0	0	0	0
November, 1972	72	-	18	0	0	0	0	0
December, 1972	79	-	14	0	1:15	0	0	0
January, 1973	116	54	33	1:12	1:40	0	0	0
February, 1973	120	40	8	1:7	0	0	0	0
March, 1973	215	68	10	1:10	6	2	0	0
April, 1973	140	30	14	1:11 1:12 1:30	0	1	1	0
May, 1973	150	30	0	2:70	0	2	0	0
June, 1973	150	50	0	1:30 1:15 1:25	0	1	1	0
July, 1973	103	27	35	1:13	0	0	2:?	-
August, 1973	-	-	-	-	-	-	-	-
September, 1973	80	-	10	1:12	0	0	0	0
October, 1973	68	-	36	1:12	2:100	0	0	0
November, 1973	12	-	45	1:12	1:21	0	0	0
December, 1973	134	-	55	1:10	0	1	0	0
January, 1974	120	-	40	1:14	1:80	1:42,402	1	2
February, 1974	57	-	1075	1:18	1:9 1:24 1:4	-	-	990*
March, 1974	4	-	54	6:6-9	-	-	-	-
April, 1974	120	-	25	1:10	1:35	1:?	0	0
May, 1974	60	-	40	1:11	-	-	1	-

*Letters distributed to parents